



*City of Tukwila, Washington*

# **2019–2020 BIENNIAL BUDGET**

*Adopted December 3, 2018 by Ordinance No. 2597*



*Depiction of new Fire Station 51 on Southcenter Parkway*



*Depiction of new Justice Center on Tukwila International Boulevard*



# City of Tukwila, Washington

## VISION

*The city of opportunity,  
the community of choice*

## MISSION

*To provide superior services  
that support a safe, inviting and  
healthy environment for our  
residents, businesses and guests.*

## VALUES

*Caring  
Professional  
Responsive*

## STRATEGIC GOALS AND OBJECTIVES

### 1 A community of inviting neighborhoods and vibrant business districts

- ◆ *Cultivate community ownership of shared spaces.*
- ◆ *Build a broad and collaborative approach to preventing crime and increasing the sense of safety.*
- ◆ *Focus City planning and investments on creating a connected, dynamic urban environment.*
- ◆ *Use City efforts and investments to realize established visions for specific sub-areas.*
- ◆ *Build and maintain public infrastructure that supports a healthy and attractive built and natural environment.*

### 2 A solid foundation for all Tukwila residents

- ◆ *Partner with organizations that help meet the basic needs of all residents.*
- ◆ *Strive for excellent education, vocational supports, and personal growth opportunities through effective partnerships and City services.*
- ◆ *Encourage maintenance, improvements and diversity in the City's housing stock.*
- ◆ *Work to eliminate systemic barriers and provide equitable access to opportunities and services as outlined in the City's Equity Policy.*

### 3 A diverse and regionally competitive economy

- ◆ *Embrace the City's economic potential and strengthen the City's role as a regional business and employment center.*
- ◆ *Strengthen the City's engagement and partnership with the business community.*
- ◆ *Encourage development, maintenance, improvements, and diversity in the City's stock of business space.*

### 4 A high-performing and effective organization

- ◆ *Use Tukwila's Vision, Mission, and Strategic Plan to focus and prioritize City efforts.*
- ◆ *Advance Tukwila's interests through participation in regional partnerships.*
- ◆ *Continue to develop as an organization and support individual growth.*
- ◆ *Ensure City facilities are safe, efficient and inviting to the public.*
- ◆ *Ensure the long-term fiscal sustainability of the City.*

### 5 A positive community identity and image

- ◆ *Improve the City's ability to build trust and work with all members of the Tukwila community.*
- ◆ *Facilitate connections among Tukwila's communities.*
- ◆ *Promote a positive identity and image of Tukwila.*



**CITY OF TUKWILA  
WASHINGTON**

**ADOPTED BIENNIAL BUDGET**

**2019-2020**

Elected Officials

MAYOR: Allan Ekberg

COUNCIL: Dennis Robertson  
Verna Seal  
Kathy Hougardy  
De'Sean Quinn  
Kate Kruller  
Thomas McLeod  
Zak Idan

POPULATION: 19,800  
ASSESSED VALUATION: \$6.67 Billion



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**2019 – 2020 BIENNIAL BUDGET  
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# City of Tukwila

Allan Ekberg, Mayor

6200 Southcenter Boulevard • Tukwila, Washington • 98188  
Tel 206-433-1800 • [www.tukwilawa.gov](http://www.tukwilawa.gov)

January 2, 2019

Dear Tukwila Councilmembers and Community,

On behalf of the Administration, I am pleased to present the Final 2019/2020 Biennial Budget to the Tukwila community. This budget represents the hard work of the community and city staff, and a strong collaboration between the Administration and Council. I want to thank all parties for their hard work and the Council's thoughtful deliberations as they worked to adopt the final 2019/2020 budget.

There are many things we can be proud of in this budget. It will allow the City to maintain and provide a high level of services to our community by fully funding existing positions and most programs. Fully funding all positions means we have police officers in our neighborhoods, fire personnel responding to calls and public works staff able to address infrastructure needs in our community. It results in a Parks Department that maintains our parks and provides ongoing programming for our community's youth and adults. Permits and utility bills can be processed in a timely fashion, and innovations such as the recent deployment of free Wi-Fi in the Cascade View neighborhood can continue to occur.

The budget also reflects the investment in new facilities for our community, something the voters, by a sixty percent majority, told the City they wanted in 2016 when they approved the Public Safety Bond. During the timeframe of this biennial budget, the City of Tukwila will construct two new fire stations, a Justice Center housing the Tukwila Police Department, Municipal Court and Emergency Operations Center and complete the master planning process for a new Public Works facility. These historic investments will improve first responder and public safety services throughout the City for current and future residents, businesses and guests.

### *Tukwila is not immune to budget challenges*

This budget was not without challenges. Like many of our surrounding cities, Tukwila's budget faces challenges due to a wide variety of consequential factors. Changing revenue streams, reduced revenues from the State and Federal governments, statutory limitations that limit the rate of revenue growth and rising costs of delivering services all affect our City's bottom line. As we began the budget process, it quickly became clear that ongoing revenues are out of alignment with ongoing expenses.

So, why is that? First up are ongoing changes to sales tax revenues. More than one-third of the City's overall revenue comes from the City's portion of the sales tax (less than 1%). With the statewide change to destination-based sales tax – which means sales tax is charged to where the item is delivered – Tukwila lost significant sales tax revenues, which continues to hurt us today. In addition, many people prefer to shop online, skipping brick and mortar opportunities, further reducing Tukwila's sales tax generation. Finally, the State's previous payments to cities hard hit by destination-based sales tax – called Streamlined Sales Tax Mitigation payments – is ceasing in 2020. This act alone will reduce Tukwila's revenue by \$1.2 million a year starting in 2020.

The other side of this coin is the ongoing reality that the cost of providing services to the community continue to increase. Residents and guests know this with their own household budgets; the cost of food, healthcare, and everything else continues to increase annually. It's no different at the City level, where paving, software, vehicles and other items necessary to provide needed municipal services continue to rise. These costs are rising faster than revenues currently available to the City.

*Taking an equitable approach toward a balanced budget*

We saw this flattening trend in sales tax revenue early in 2018 and immediately to ensure a balanced 2018 budget. By reducing overall department expenses by 3% we were able to align expenses with the less than expected revenues and continue to provide a high level of services. I am pleased that we were able to meet this goal and appreciated the hard work and innovation of our City employees to help us achieve this effort.

The 2019/2020 budget faced more challenges than 2018 due to the loss of the mitigation payments identified above, as well as the ongoing flattening of sales tax. Because of this, the City took an approach to produce a budget that is balanced and retains a high level of services for the Tukwila community.

First, most departments were instructed to retain the 3% reduction in supplies and services; Fire and Police were given a 1.5% goal. The result of this is approximately \$1.8 million in savings per year. While the annual 2019/2020 expenses are larger than found in 2017/2018 due to contractual obligations and ongoing rising expenses, the reductions reduce the overall impact on the City.

Secondly, this budget includes new revenues – primarily from business license fees – as a way to maintain Tukwila's high level of City services. As staff reviewed the limited tools available to cities to increase revenues, increasing the business licensing fee to align with fees and taxes paid by businesses in other jurisdictions in the area appeared to be the fairest approach. The proposed business license fee increase will be phased in over two years to allow business owners to plan for the full increase. We strongly value our business community and recognize their contributions to our city. And, we also recognize the high level of services needed to ensure the success of industry, along with the strong retail, entertainment and restaurant establishments in Tukwila. These fee increases will allow the City to continue to provide safe, clean roads to access these businesses, and first-class public safety response to protect and serve businesses and more. These new revenues will provide an additional \$1.1 million in 2019 and \$1.8 million in 2020 to support city services.

*Bringing new tools to the table for budgeting and increasing transparency for the community*

This year the City implemented its first phase of Priority Based Budgeting (PBB). Priority Based Budgeting allows the community, elected officials and staff the opportunity to better understand all of the various programs delivered by the City and the cost of each one. Departments identified and then scored their programs against the following attributes, as well as the five goals found in the City's adopted Strategic Plan:

- What level is the program mandated?
- Is the City the sole provider?
- What is the level of cost recovery?
- How much of the community is served by the program?
- Has there been a change in demand for the program?

As you look through the budget pages, you will see that on top of the usual department and division general budget pages, we have added in information about each program found in that area and the cost – including staff, supplies and services – associated with each one. Each program was then tiered according to how it scored against the attributes above and the goals outlined in Tukwila’s Strategic Plan.

This is a great tool for all of us to better understand the cost associated with delivering services to the community and we expect to refine and build upon this effort in subsequent budgets with the goal of continuing to increase transparency and provide information to the Tukwila community.

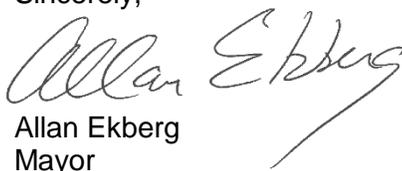
*Collaborative budget process*

The 2019/2020 budget process was one of the most collaborative budget processes our City has experienced. I appreciated the significant effort that the Council engaged in to review every department and fund budget. Not only did every Council committee review budgets, the Council also held multiple work sessions and reviewed each budget again in either a Committee of the Whole or Regular Council meeting. In the end, the Council identified additional priorities they wanted included, and we were able to fund them. These additional projects include:

- Funding for two crosswalks on Tukwila International Boulevard that include the pedestrian flashing beacons for safety;
- Additional swings at Cascade View Park; and
- Additional funding to study more options for traffic flow on Tukwila International Boulevard.

Early on in the budget process, a Councilmember reminded us that a budget reflects a City’s values, and I couldn’t agree more. Maintaining a high level of City services for our community is a key value of mine, and that we ensure equitable and innovative delivery methods to all members of our community. This budget upholds these values, provides a fiscally prudent balanced budget for 2019 and 2020 and ensures the Tukwila community will be well served in the coming biennium.

Sincerely,

  
Allan Ekberg  
Mayor



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Tukwila  
Washington**

For the Biennium Beginning

**January 1, 2017**

*Christopher P. Morrill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Tukwila, Washington for its biennial budget for the biennium beginning January 1, 2017. In order to receive this award, a government entity must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of two years. We believe our current budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



# City of Tukwila

Washington

Ordinance No. 2597

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON; ADOPTING THE BIENNIAL BUDGET OF THE CITY OF TUKWILA FOR THE 2019-2020 BIENNIUM; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS**, the preliminary budget of the City of Tukwila for the 2019-2020 biennium was submitted to the City Council in a timely manner for their review; and

**WHEREAS**, a Public Hearing on the proposed budget was advertised and held on November 13, 2018; and

**WHEREAS**, as budget oversight is one of its key legislative responsibilities, the City Council conducted a thorough process to deliberate the proposed 2019-2020 biennial budget; and

**WHEREAS**, this process included review by all standing Council Committees, special Budget Work Sessions, and a series of budget panels to consider additional modifications suggested by the Administration and the Council to ensure a balanced budget; and

**WHEREAS**, the City Council desires to make modifications to the Mayor's proposed 2019-2020 budget in Fund 104, Bridges and Arterial Streets; and Fund 000, General Fund;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY ORDAINS AS FOLLOWS:**

**Section 1.** The City Council hereby amends the Mayor's proposal and adopts the document entitled "City of Tukwila 2019-2020 Biennial Budget," incorporated by this reference as if fully set forth herein, in accordance with RCW 35A.34.120.

**Section 2.** Cost of living adjustments (COLAs) for non-represented employees shall be implemented per the City Council's Compensation Policy.

**Section 3.** The 2019-2020 Biennial Budget incorporates the adjustments to the business license fee and the gambling tax as decided by the City Council on November 13, 2018; and

**Section 4.** The totals of the estimated revenues and appropriations for each separate fund and the aggregate totals are as follows:

Fund	Total	Total
	Expenditures	Revenues
000 General	\$143,908,876	\$ 143,908,876
105 Contingency	6,895,897	6,895,897
101 Hotel/Motel	2,951,302	2,951,302
103 City Street	12,539,621	12,539,621
104 Arterial Street	58,087,865	58,087,865
109 Drug Seizure Fund	336,507	336,507
2XX LTGO Debt Service Funds	9,957,242	9,957,242
213 Unlimited Tax G.O. Bonds	6,594,967	6,594,967
206 LID Guaranty	685,637	685,637
233 2013 LID	2,064,537	2,064,537
301 Land Acquisition, Recreation & Park Dev.	1,264,282	1,264,282
302 Facility Replacement	2,233,064	2,233,064
303 General Government Improvements	738,761	738,761
304 Fire Improvements	1,007,612	1,007,612
305 Public Safety Plan	82,136,549	82,136,549
306 City Facilities	9,414,000	9,414,000
401 Water	19,990,522	19,990,522
402 Sewer	28,998,430	28,998,430
411 Foster Golf Course	4,281,881	4,281,881
412 Surface Water	17,814,303	17,814,303
501 Equipment Rental	10,715,532	10,715,532
502 Insurance Fund	14,591,012	14,591,012
503 Insurance - LEOFF 1 Fund	1,060,079	1,060,079
611 Firemen's Pension	1,597,856	1,597,856
Total All Funds Combined	<u>\$439,866,333</u>	<u>\$ 439,866,333</u>

**Section 5.** A complete copy of the final budget for 2019-2020, as adopted, together with a copy of this adopting ordinance, shall be kept on file in the City Clerk's Office, and a copy shall be transmitted by the City Clerk to the Division of Municipal Corporations of the Office of the State Auditor and to the Association of Washington Cities.

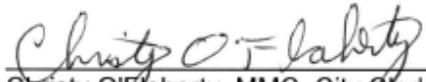
**Section 6. Corrections by City Clerk or Code Reviser.** Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering and section/subsection numbering.

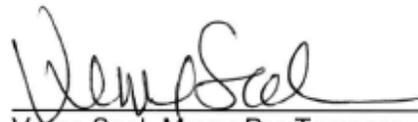
**Section 7. Severability.** If any section, subsection, paragraph, sentence, clause or phrase of this ordinance or its application to any person or situation should be held to be invalid or unconstitutional for any reason by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of the remaining portions of this ordinance or its application to any other person or situation.

**Section 8. Effective Date.** This ordinance or a summary thereof shall be published in the official newspaper of the City, and shall take effect and be in full force five days after passage and publication as provided by law.

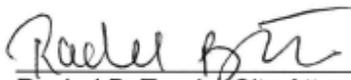
PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Regular Meeting thereof this 3rd day of December, 2018.

ATTEST/AUTHENTICATED:

  
Christy O'Maherty, MMC, City Clerk

  
Verna Seal, Mayor Pro Tempore

APPROVED AS TO FORM BY:

  
Rachel B. Turpin, City Attorney

Filed with the City Clerk: 11-28-18  
Passed by the City Council: 12-3-18  
Published: 12-6-18  
Effective Date: 12-11-18  
Ordinance Number: 2597



# City of Tukwila

Washington

Ordinance No. 2602

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, AMENDING ORDINANCE NO. 2597, WHICH ADOPTED THE CITY OF TUKWILA'S BIENNIAL BUDGET FOR THE 2019-2020 BIENNIUM, TO CORRECT A MATH ERROR IN THE AMOUNTS SHOWN FOR THE GENERAL FUND (FUND 000); PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.**

**WHEREAS**, on December 3, 2018, the City Council of the City of Tukwila adopted Ordinance No. 2597, which adopted the 2019-2020 biennial budget of the City of Tukwila; and

**WHEREAS**, a math error was discovered when reconciling the General Fund to the budget adoption ordinance; and

**WHEREAS**, a correction to the budget adoption ordinance was presented to the City Council in a timely manner for their review;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY ORDAINS AS FOLLOWS:**

**Section 1. Ordinance Amended.** Ordinance No. 2597 is hereby amended with the City Council's adoption of the corrected General Fund amounts for Expenditures and Revenues in the 2019-2020 Biennial Budget as shown below:

FUND		EXPENDITURES	REVENUES
000	General	\$145,733,333	\$145,733,333

**Section 2. Copies on File.** A complete copy of the budget for 2019-2020, as adopted, together with a copy of this amending ordinance, shall be kept on file in the City Clerk's Office, and a copy shall be transmitted by the City Clerk to the Division of Municipal Corporations of the Office of the State Auditor and to the Association of Washington Cities.

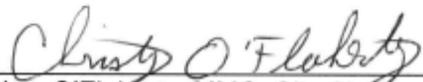
**Section 3. Corrections by City Clerk or Code Reviser.** Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering and section/subsection numbering.

**Section 4. Severability.** If any section, subsection, paragraph, sentence, clause or phrase of this ordinance or its application to any person or situation should be held to be invalid or unconstitutional for any reason by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of the remaining portions of this ordinance or its application to any other person or situation.

**Section 5. Effective Date.** This ordinance or a summary thereof shall be published in the official newspaper of the City, and shall take effect and be in full force and effect five days after passage and publication as provided by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Special Meeting thereof this 14<sup>TH</sup> day of February, 2019.

ATTEST/AUTHENTICATED:

  
Christy O'Flaherty, MMC, City Clerk

  
Allan Ekberg, Mayor

APPROVED AS TO FORM BY:

  
Rachel B. Turpin, City Attorney

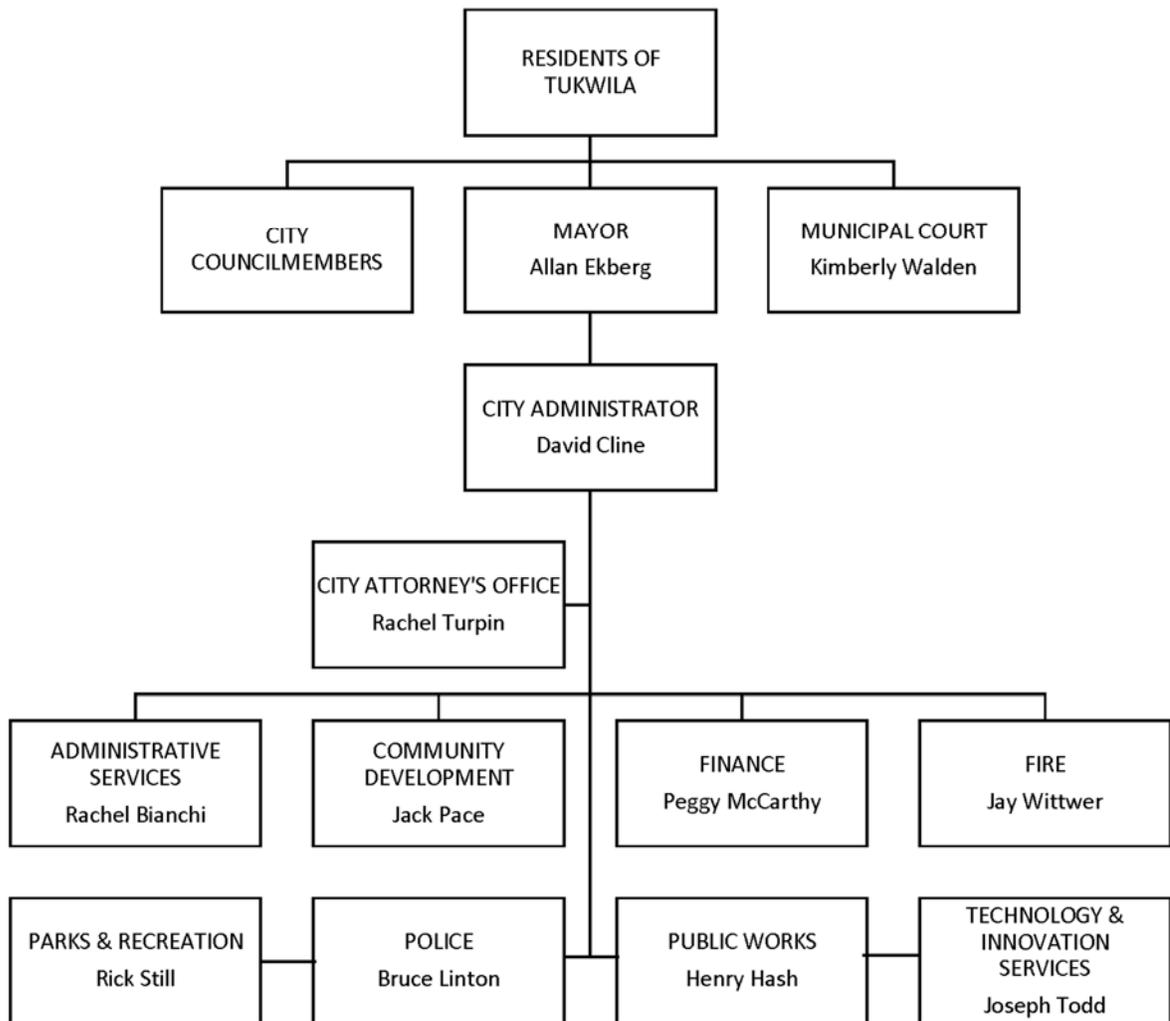
Filed with the City Clerk: 1-30-19  
Passed by the City Council: 2-14-19  
Published: 2-20-19  
Effective Date: 2-25-19  
Ordinance Number: 2602

**RECONCILIATION OF 2019 - 2020 BUDGET SUMMARY TO ORDINANCE**

REVENUES	2019 Beginning Fund Balance	2019 Revenues	2020 Revenues	Total Revenues
000 General	\$ 12,590,576	\$ 65,947,930	\$ 67,194,827	\$ 145,733,333
101 Hotel/Motel	1,370,302	778,000	803,000	2,951,302
103 City Street	2,826,621	4,002,000	5,711,000	12,539,621
104 Arterial Street	3,621,865	6,819,000	47,647,000	58,087,865
105 Contingency	6,447,329	148,568	300,000	6,895,897
109 Drug Seizure Fund	226,507	55,000	55,000	336,507
2XX LTGO Debt Service Funds	387,669	4,979,262	4,590,311	9,957,242
213 UTGO Bonds	40,117	2,841,675	3,713,175	6,594,967
206 LID Guaranty	685,037	300	300	685,637
233 2013 LID	707,287	688,637	668,613	2,064,537
301 Land Acquisition, Recreation & Park Dev.	1,019,562	128,320	116,400	1,264,282
302 Facility Replacement	2,213,064	10,000	10,000	2,233,064
303 General Government Improvements	337,761	200,500	200,500	738,761
304 Fire Improvements	7,412	500,100	500,100	1,007,612
305 Public Safety Plan	13,038,494	66,414,346	2,683,709	82,136,549
306 City Facilities	1,914,000	7,500,000	-	9,414,000
401 Water	5,149,522	7,317,000	7,524,000	19,990,522
402 Sewer	9,174,430	9,912,000	9,912,000	28,998,430
411 Foster Golf Course	640,081	1,793,900	1,847,900	4,281,881
412 Surface Water	754,303	9,070,000	7,990,000	17,814,303
501 Equipment Rental	3,874,899	3,619,089	3,221,544	10,715,532
502 Insurance Fund	1,137,704	6,563,872	6,889,436	14,591,012
503 Insurance - LEOFF 1 Fund	527,005	266,533	266,541	1,060,079
611 Firemen's Pension	1,449,856	74,000	74,000	1,597,856
Total	\$ 70,141,402	\$ 199,630,032	\$ 171,919,356	\$ 441,690,790

EXPENDITURES	2019 Expenditures	2020 Expenditures	2020 Ending Fund Balance	Total Expenditures
000 General	\$ 65,865,875	\$ 65,821,945	\$ 14,045,513	\$ 145,733,333
101 Hotel/Motel	693,131	695,498	1,562,673	2,951,302
103 City Street	6,616,000	5,701,000	222,621	12,539,621
104 Arterial Street	8,854,599	48,935,382	297,884	58,087,865
105 Contingency	-	-	6,895,897	6,895,897
109 Drug Seizure Fund	60,000	60,000	216,507	336,507
2XX LTGO Debt Service Funds	4,979,263	4,589,893	388,086	9,957,242
213 UTGO Bonds	2,841,675	3,713,175	40,117	6,594,967
206 LID Guaranty	-	-	685,637	685,637
233 2013 LID	688,637	668,613	707,287	2,064,537
301 Land Acquisition, Recreation & Park Dev.	605,000	50,000	609,282	1,264,282
302 Facility Replacement	235,000	215,000	1,783,064	2,233,064
303 General Government Improvements	353,094	358,015	27,652	738,761
304 Fire Improvements	500,000	500,000	7,612	1,007,612
305 Public Safety Plan	39,896,578	40,028,146	2,211,825	82,136,549
306 City Facilities	4,629,000	4,785,000	-	9,414,000
401 Water	7,650,901	9,000,238	3,339,382	19,990,522
402 Sewer	10,774,916	9,783,035	8,440,480	28,998,430
411 Foster Golf Course	1,765,345	1,810,408	706,128	4,281,881
412 Surface Water	8,933,224	7,302,426	1,578,653	17,814,303
501 Equipment Rental	4,435,204	3,777,658	2,502,670	10,715,532
502 Insurance Fund	6,904,662	7,412,104	274,247	14,591,012
503 Insurance - LEOFF 1 Fund	465,755	489,313	105,011	1,060,079
611 Firemen's Pension	69,991	69,991	1,457,874	1,597,856
Total	\$ 177,817,849	\$ 215,766,839	\$ 48,106,102	\$ 441,690,790

### City of Tukwila, Washington 2019 - 2020 Organization Chart



**CITY OFFICIALS****2018 CITY COUNCIL**

Council President  
 Councilmember  
 Councilmember  
 Councilmember  
 Councilmember  
 Councilmember  
 Councilmember

Verna Seal  
 Dennis Robertson  
 Kathy Hougardy  
 De'Sean Quinn  
 Kate Kruller  
 Thomas McLeod  
 Zak Idan

**MUNICIPAL COURT**

Judge  
 Court Administrator

Kimberly Walden  
 Trish Kinlow

**CITY ADMINISTRATION**

Mayor  
 City Administrator  
 Deputy City Administrator  
 City Attorney  
 Finance Director  
 Community Development Director  
 Parks & Recreation Director  
 Public Works Director  
 Fire Chief  
 Police Chief  
 Human Resources Director  
 Technology and Innovation Services Director

Allan Ekberg  
 David Cline  
 Rachel Bianchi  
 Rachel Turpin  
 Peggy McCarthy  
 Jack Pace  
 Rick Still  
 Henry Hash  
 Jay Wittwer  
 Bruce Linton  
 Juan Padilla  
 Joseph Todd

**2019-2020 ADOPTED BUDGET PREPARED BY:****FINANCE DEPARTMENT PERSONNEL**

Finance Director  
 Deputy Director  
 Fiscal Manager  
 Senior Fiscal Coordinator  
 Fiscal Coordinator  
 Fiscal Coordinator  
 Fiscal Specialist  
 Fiscal Specialist  
 Fiscal Specialist  
 Fiscal Specialist  
 Fiscal Specialist  
 Fiscal Technician

Peggy McCarthy  
 Vicky Carlsen  
 Jeff Friend  
 Sherry Wright  
 Aaron Williams  
 Richard Takechi  
 Diane Jaber  
 Karen Fricke  
 Cindy Wilkins  
 Joanna Fortenberry  
 Dalene Qualls

**SPECIAL THANKS FOR SIGNIFICANT CONTRIBUTION TO THE BUDGET PROCESS**

Jake Berry  
 Gail Labanara

Rachel Bianchi  
 Mia Navarro

Laurel Humphrey  
 Tanya Taylor

**CITY BOARDS AND COMMISSIONS**

**ARTS COMMISSION**

Noe Rodriguez  
Trisha Gilmore  
Alexander Villella

Sheila Coppola  
Cynthia Chesak  
Yuriko Rollins

Daniel Humkey  
Helen Enguerra

City Staff:  
Tracy Galloway, Parks and Recreation Manager – Parks & Recreation

**CIVIL SERVICE COMMISSION**

Ronald Johnston

Kathleen Wilson

Stephen Wheeler

City Staff:  
Michelle Godyn, Civil Service Examiner – Human Resources

**COMMUNITY POLICE ADVISORY BOARD**

Jun Castillo  
Jerry Thornton  
Roger Arnold

Kim Karnes  
Tosh Sharp  
Carol Pizano

John Lindsay  
Jan Bolerjack

City Staff:  
Chris Partman, Community Oriented Policing Coordinator, Police

**EQUITY AND SOCIAL JUSTICE COMMISSION**

Kathy Hougardy  
Nora Gierloff  
Roy Busch

Bridgitte Agpaoa Ryder  
Nichelle Page  
Aaron Draganov

Mikkell Roeland  
Joe Duffie  
Dat Tran

City Staff:  
Rachel Bianchi, Deputy City Administrator – Administrative Services

**HUMAN SERVICES ADVISORY BOARD**

Terra Straight  
Sharon Myklebust  
Jan Bolerjack

Katrice Cyphers  
Jonathan Joseph

Charis Hnin  
David Traub

City Staff:  
Stacy Hansen, Human Services Program Coordinator – Human Services  
Hodo Hussein, Human Services Specialist – Human Services

**LANDMARK COMMISSION**

Joan Hernandez

City Staff:

Brandon Miles, Economic Development Liaison – Mayor’s Office

**LIBRARY ADVISORY BOARD**

Scott Kruize  
Geraldine Ventura

Steve Miller  
Linda McLeod

Marie Parrish  
Verna Seal

City Staff:

Stephanie Gardner, Parks and Recreation Analyst – Parks & Recreation

**LODGING TAX ADVISORY COMMITTEE**

Kathy Hougardy  
Asia Wen  
Becky Smith

Miesa Berry  
Mike West  
Daniel Lee

Jim Davis  
Ben Oliver  
Ashley Messmer

City Staff:

Brandon Miles, Economic Development Liaison – Mayor’s Office

**PARKS COMMISSION**

Sean Albert  
Don Scanlon

Nerissa Metully  
Scott Kruize

Matt Mega  
Ivan Cockrum

City Staff:

Robert Eaton, Parks and Recreation Manager – Parks & Recreation

**PLANNING COMMISSION/BOARD OF ARCHITECTURAL REVIEW**

Louise Strander  
Dennis Martinez  
Sharon Mann

Nhan Nguyen  
Miguel Maestas

Mikel Hansen  
Heidi Watters

City Staff:

Wynetta Bivens, Assistant to the Director –Community Development

## CITY OF TUKWILA BACKGROUND

Tukwila (which means "land where the hazelnuts grow" in the local Native American dialect) includes both single- and multi-family residences, heavy and light manufacturing, and service-oriented companies, as well as the Northwest's largest concentration of retail businesses. The City prides itself in its:

- well-established economic base
- low debt burden
- strong financial management



### City of Tukwila Details

- A 111-year old community incorporated in 1908, which now encompasses an area of 9.7 square miles.
- Current population is 19,800.
- Mayor-Council form of government.
- Administered by a full-time Mayor, a seven-member City Council, and a City Administrator. All elected official terms are for a period of four years.
- Located in the heart of the Puget Sound region, approximately 12 miles south of downtown Seattle, 17 miles north of Tacoma, and just east of Seattle-Tacoma International airport.
- Additional information about the City is included in the Appendix.

## READER'S GUIDE

For many, the City's budget document can look formidable. Since budget document users come with a wide variety of backgrounds, and include Councilmembers, City staff, residents, and financial market experts, the information in the biennial budget is designed to provide a lot of different information about the City to a wide variety of different users. The information in the budget can be grouped into one of four main areas to facilitate an understanding of what the City plans to do with its resources for the next two years.

**1. A Policy Document:** The City's biennial budget addresses two primary kinds of policies: policies that are under development (usually stated as goals to be accomplished) that may change how the City operates in the future, and policies that are already in place. The Mayor's Budget Message, found at the beginning of the document, provides the background, sets the stage for the specific work plan that will be accomplished during the coming budget period, and reviews the policy issues important to the community as identified by the City Council. New policy issues that have a fiscal impact are highlighted in this message. All of these policy issues have the potential to impact fees, taxes, and/or the allocation of existing staff or financial resources.

**2. A Communications Device:** The City's biennial budget provides information about the priorities the City Council has identified for the next two years, as well as information about the day-to-day activities the City performs. The Mayor's Budget Message is a concise discussion of the major priorities of the City. The financial and department information included in the detailed budget section of this document provides additional information about the major priorities, as well as a considerable amount of detail as to the City's day-to-day activities and the resources required to meet service demands. Performance measures are included in the detailed budget section for certain departments and funds to provide information on how efficient and effective the City is in pursuit of meeting City goals and management objectives.

**3. A Financial Plan:** The budget document is foremost a financial plan, providing a numerical road map that matches resources with spending priorities defined by City Council. Each operational area of the budget involves specific departments and is summarized by the budget organization charts.

a. **The Budget by Department:** The department designation is used to group a set of like activities to enhance the opportunities for operational efficiencies, or to take advantage of professional qualifications of staff to work on multiple types of projects. A department can operate in just one fund, such as the Finance Department which operates only in the General Fund. In this case, the department has a fairly singular focus of work, with specialized training that does not cross into other work areas. A department can also operate in more than one fund, such as the Public Works Department, which operates in multiple funds, including the General Fund, Water, Sewer, Surface Water Utility Funds, and various Capital Project Funds. In this case, the department has a more complex set of work tasks, but the same set of staff skills can be used in a number of areas. Some departments also have divisions and within each division there can be one or more programs. The program level is used to either manage specific work, allow the ability to cost specific services for which customers are charged a fee for service, or report to the City Council, residents, or outside agencies.

b. **The Budget by Fund:** Summaries of the City's adopted budget by fund can be found at the beginning of this document. The City uses a fund structure as the primary method of accounting for financial operations. A fund can be thought of as a "business," with all revenues in the fund specifically associated with the kinds of expenditures in the fund. In many cases, there is a legal restriction on the use of the revenue in a fund. This means that Water Fund revenues cannot be used to pay for street repair as the Water Fund revenue is legally restricted to services necessary to provide water to all properties in Tukwila not served by other providers. Funds are usually named for their primary activity (i.e., the Arterial Street Fund accounts for revenue and expenditures associated with improvements in the City's major arterial street infrastructure). The General Fund is used as a catch-all fund, and is specifically defined as the fund to use when there is no reason to use another fund.

c. **The Budget by Category:** The City's budget also includes different categories of revenues and expenditures which overlay the budget by fund and department. Comparing the budget by categories can help a reader understand how major sources of revenue or costs are treated across the organization. Operating revenues include categories such as: sales taxes, property taxes, licenses and permits, charges for services, intergovernmental revenues, fines and forfeitures, and miscellaneous revenues. Non-operating revenue categories include transfers, issuance of long term debt or sale of capital assets. Operating expenditure categories include: personnel services (includes salaries and wages, plus all associated benefits), professional services, materials and supplies.

**4. An Operations Guide:** The City's operations are defined through the budget document in the discussion of each department. At the beginning of every department section is a page showing its organizational structure. The following pages provide a brief summary of how funds are used. The budget document is also used by staff as both a guide for the work plan and as a reference tool. It serves as a comprehensive resource of historical information and projections based on current assumptions. During the course of the biennium, each department manages and monitors its budget, reporting as needed to the City Administrator and/or Finance Director on any unusual occurrences. The Finance Department has the overall responsibility to develop and monitor the budget. The Finance Department's staff prepares monthly budget to actual reports in addition to the quarterly financial status reports which are designed as interim snapshots of the City's financial projections and are included in Council meeting packets. The Finance Department also prepares the Comprehensive Annual Financial Report (CAFR) each year.

## BIENNIAL BUDGET PROCESS

The City of Tukwila's budget procedures are mandated by RCW 35A.33. The steps in the budget process are as follows:

1. Prior to November 1 on even numbered years, the Mayor submits a proposed budget to the City Council. This budget is based on priorities established by the Council and estimates provided by the City departments during the preceding months, and balanced with revenue estimates made by the Mayor.
2. The City Council conducts public hearings on the proposed budget in November.
3. The Council makes its adjustments to the proposed budget and adopts by ordinance a final balanced budget no later than December 31.
4. The final operating budget as adopted is published and distributed within the first month of the following year. Copies of the budget are made available to the public.

Every even numbered year the budget process begins with the review of the City's strategic goals as identified in the City's adopted Strategic Plan. This review includes a collaborative process between the Administration and Council to identify the priorities for the next biennium, which inform spending and direct the budget. The six-year capital improvement program document is developed in conjunction with the biennial budget so that annual appropriations can be viewed in the context of the City's long-term direction and resource capability. The biennial budget document implements the projects and priorities identified in the six-year financial plan and capital improvement program. It outlines the manner in which financial resources will be utilized during the budget period. The course the City is taking can be changed through the allocation of resources. The City Council, Mayor, City Administrator, Department Directors, City staff and broader community all participate in the budget process.

Once adopted, the budget is a formal expression of public policy on the City's objectives and priorities, and on how resources will be allocated to meet those objectives.

City staff reviews the adopted financial policies and presents any changes to the Council each year. The Council considers the proposed changes and may adopt policy changes, if necessary. City staff then prepares the six-year financial plan and presents it to the Council each year in the fall, which adopts the plan by the end of the year.

City staff then prepares the final estimates of revenues, expenditures and capital improvement changes. The preliminary budget is presented to the Council in October or earlier. Public hearings and Council discussions are held and the final budget is adopted by early December.

The adopted budget takes effect on January 1<sup>st</sup> of odd numbered years. Throughout the year, expenditures are monitored to ensure that funds are used in an approved manner. A few times during the budget period, the budget may be changed (amended) by Council action in an open public meeting to respond to additional City activities throughout the course of the budget period.

## **BUDGET PROCEDURES AND AMENDMENT PROCESS**

The City prepares a biennial budget, which has been permitted for Washington cities since 1985 and allows cities to adopt a two-year appropriation. An appropriation represents the City's legal authority to expend funds. By design, the City's biennial budget is considered in non-election years, as the biennium must begin in odd-numbered years.

The most common reason for using a two-year appropriation is the time savings in both the budget development and approval process. This is true of staff time invested in preparing the budget as well as the time Council spends during the approval and adoption phases. While it does take more time to prepare a two-year budget than an annual one, the additional time spent is not as significant as preparing two annual budgets. As a result, over the two-year period, there is a substantial time savings. This time savings allows staff and Council to focus on long-range strategic planning.

The concept of a two-year appropriation is straightforward. The two-year budget provides an opportunity to widen the planning horizon and allow more long-term thinking to be part of the financial plan that the budget represents. Biennial budgeting also includes opportunities for adjustments, and a "mid-biennium review" is required. The purpose of this review is to make adjustments to the budget, essentially, a tune up. This review is not intended to become another complete budget process in itself. The mid-biennium review begins September 1<sup>st</sup> and is to be completed by the end of the first year of the budget.

The City Council authorizes transfers within funds and must approve by ordinance any amendments that increase the total for the fund. Budget amounts presented in the basic financial statements include both the original amounts and the final amended budget as approved by the City Council.

The calendar for the City of Tukwila's current budget is as follows:

**2019-2020 Budget Calendar**      Jan   Feb   Mar   Apr   May   Jun   Jul   Aug   Sep   Oct   Nov   Dec

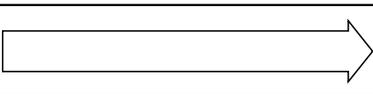
**2017**

Implementation of Priority-Based Budgeting (PBB) model (multi-year effort) 

Departments identify and refine program inventory 

**2018**

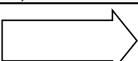
Develop program attributes 

Allocate 2017 - 2018 budget to programs to ensure programs have been adequately defined 

Community engagement with PBB, review Strategic Goals 

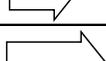
Community open houses held to share information and gather input on budget 

Programs scored against program attributes 

Peer review of program scoring 

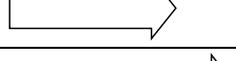
Budget files were made available to staff. 

Budget files were due to Finance department. 

Finance Committee briefed on budget process. 

Finance department compiled and refined draft budget. 

Cross-departmental review of budget components 

Council Committee review of preliminary budget components 

Mayor presented proposed budget. 

City Council reviewed proposed budget. 

Public hearing held. 

Property tax levy set by ordinance. 

Budget and CIP adopted by ordinance and resolution. 

**2019-2020 Budget Calendar**      **Jan   Feb   Mar   Apr   May   Jun   Jul   Aug   Sep   Oct   Nov   Dec**

**2019**

Final budget published and distributed.													
Instruction packet for mid-biennial review and modification distributed to Departments.													
Departments review budgets and prepare budget modifications.													
Department Directors return budget modification requests to Finance.													
Departments review budget modifications with the Mayor and City Administrator.													
Budget modifications adjusted based on Mayor's recommendations.													
Department budget modification requests are reviewed by Council Committees.													
Notice of public budget hearing #1 on proposed budget modification is published.													
Proposed budget modification is filed with the City Clerk, distributed to City Council and made available to the public.													
Public budget hearing #1.													
Notice of public budget hearing #2 is published.													
Public budget hearing #2 is held and property tax levy is set by ordinance.													
City Council considers amendments.													
CIP Amendment and Mid-biennial budget modification are adopted by ordinance.													

**2020**

City Council and Administration begin work on City priorities for next biennium.													
Mid year Budget Amendment is adopted by ordinance if necessary.													
Year-end Budget Amendment is adopted by ordinance, if necessary.													

## BUDGET DEFINITIONS

Expenditure categories are identified in the following:

*Salaries and Wages* – Wages for full-time and part-time employees, overtime, and extra labor costs to meet short-term needs of the City.

*Personnel Benefits* – includes all mandatory and negotiated benefits for City staff.

*Supplies* – includes items used for day-to-day operations and small tools and equipment that do not meet the capitalization threshold of the City.

*Services* – includes professional and contracted services, utilities, insurance, and other needs of the City that is accomplished by outside vendors.

*Intergovernmental* – charges for services paid to other government agencies including jail costs, dispatch for fire and police, and interfund taxes due from enterprise funds to the general fund.

*Capital* – includes all items purchased that meet the capitalization threshold and major road, sidewalk, and utility project costs within the City.

### **Budget and Accounting System**

The official budget is maintained, both before and after adoption, on the City's financial management and accounting system at a very detailed line item level. Computerized reports may be generated at any time and at various levels of detail. Departments can also access these budgets at any time on a read-only inquiry basis to compare actual revenue and expenditures to their budgets. This computerized budget becomes the accounting system that controls expenditures after adoption of the final budget.

### **Preliminary Budget**

The preliminary budget is prepared, pursuant to state law, as the Mayor's budget recommendations to the City Council. This public document contains a summary of information at the fund level, and for the General Fund at the department level. It focuses on key policy issues, while providing a comprehensive overview of the complete budget.

### **Budget Ordinance**

The actual appropriations implementing the budget are contained in the budget ordinance adopted by the City Council.

### **Final Budget**

The final budget is issued as a formal published document as approved by ordinance by the City Council. It is this document which is formally filed as the final budget.

### **Programs**

While the budget proposals of the administration are developed in concert with the fiscal proposals in the budget, the budget documents themselves only summarize the individual objectives and performance measures. Generally, these programs are not finalized until the budget is in final form as the budget determines the actual activities undertaken by each department.

### **Components of the Budget**

The budget consists of two parts: operating budget and capital budget.

### **Operating Budget**

The operating budget consists of on-going day-to-day operations and departmental budget proposals, which would be sufficient to maintain the objectives set by the departments to meet Council goals.

**Capital Budget**

The capital budget authorizes and provides the basis of control of expenditures for the acquisition of significant city assets, construction of capital facilities, and improvements to City-owned infrastructure.

**Capital Planning**

The Capital Improvement Program (CIP) was originally adopted as an element of the City Comprehensive Plan that provides the City's plans to finance capital facilities that will be needed over the next 20 years. The CIP includes both long-range strategy and a specific six-year plan of projects. The CIP is maintained and reports are published separately from the operating budget and includes a summary of the projects and appropriations for the upcoming biennium. For more detailed information see the Financial Planning Model and Capital Improvement Program.

**Implementation, Monitoring and Amending the Budget**

The financial aspects of the budget are monitored in periodic reports issued by the Finance Department comparing actual expenditures and revenues with the budget. In these reports, financial data can be presented at a higher level of detail than the final budget. These reports include an analysis of the City's financial condition.

From time to time it becomes necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed. One type of change does not affect the "bottom line," or total for a department or a fund. These changes, mainly transfers from one line-item to another within a department's operating budget, or changes between divisions within a department are presented by administration to City Council for their consideration and approval.

The second type of budget amendment brings about a change in the total appropriation for a department or fund. Examples of these changes include but are not limited to the following: the acceptance of additional grant money, an adjustment to reflect increased revenues such as tax receipts, the appropriation of additional funding if expenditures are projected to exceed budgeted amounts, and re-appropriation of monies from one fund to another. These changes require council approval in the form of an ordinance. The status of the budget is comprehensively analyzed during the mid-biennial review and periodically through each year to identify any needed adjustments.

**Basis of Budgeting**

All governmental fund type budgets are prepared on the modified accrual basis of accounting in conformity with generally accepted accounting principles (GAAP). The budget for proprietary funds is prepared on an accrual basis, also in accordance with GAAP. The legal level of budgetary control where expenditures cannot exceed appropriations is at the individual fund level. Revisions that alter the total expenditures of any fund must be approved by the City Council and adopted by ordinance.

Chapter 35.33 of the Revised Code of Washington (RCW) mandates the City's budget procedures. The budget, as adopted biennially by the City Council, constitutes the legal authority for expenditures. The City's budget is adopted at the fund level and expenditures may not legally exceed appropriations at that level of detail.

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## FUND DEFINITIONS

The City of Tukwila's accounting and budget structure is based upon governmental fund accounting to ensure legal compliance and financial management for various restricted revenues and program expenditures. Fund accounting segregates certain functions and activities into separate self-balancing funds created and maintained for specific purposes (as described below). Resources from one fund used to offset expenditures in a different fund are budgeted as either a 'transfer to' or 'transfer from.'

The City of Tukwila budget is organized in a hierarchy of levels, each of which is defined below:

- Fund** A fund is an accounting entity used to record the revenues and expenditures of a governmental unit which is designated for the purpose of carrying out specific activities or attaining certain objectives. For example, Fund 104, the Arterial Street Fund, is designated for the purpose of maintaining the arterial streets within the City.
- Department** A department designates a major function of City operations, e.g., Public Works or Parks and Recreation.
- Division** A specific distinguishable line of work performed by a department for the purpose of accomplishing a function for which government is responsible.
- Program** A group of people working together to deliver a discrete service to identifiable users.
- Object** The appropriation unit (object of expenditure) is the level of detail used in the budget to sort and summarize objects of expenditure according to the type of goods or services being purchased, e.g., salaries, supplies.

## FINANCIAL STRUCTURE OF THE CITY BUDGET

The following are the fund types budgeted by the City:

### Governmental Fund Types

#### General Fund

The General Fund supports the general operations of the City government. These include administration, the legislative function, legal services, public safety, planning and community development, enforcement of local codes, parks, recreation, and cultural activities. Taxes are the principal source of revenue for the General Fund: property, sales, utility, and gambling taxes. Other important resources are shared revenue from other governments, licenses and permits, charges for services, and fines and forfeitures. The General Fund accounts for all City resources except those for which a specific fund has been created.

The Contingency, or Reserve Fund, is an accumulation of fund balance that is greater than 10% of previous year General Fund revenue, exclusive of significant non-operating revenue. Amounts held in this fund can be used for more restrictive, emergency-type purposes. This fund is a sub-fund of the general fund.

#### Special Revenue Funds

Special Revenue funds are used to account for revenues which are legally or administratively restricted for special purposes. These funds receive revenue from a variety of sources, including Federal and State grants, taxes, and service fees. These revenues are dedicated to carrying out the purposes of the individual special revenue fund. There are two Special Revenue funds: *Lodging Tax and Drug Seizure*.

#### Debt Service Funds

These funds account for resources necessary to pay principal and interest on general long-term debt. Debt limits are based on percentages of assessed valuation, with voted debt requiring a 60% majority of the city electorate.

Tukwila has a Limited General Obligation bond rating of AA- with Fitch and Aa3 with Moody's Investor Service and AA with Standard and Poor's.

#### Capital Projects Funds

These funds are used to account for financial resources to be used for the acquisition of capital facilities including those financed by special assessment, major improvements and construction. Revenues for capital funds consist of federal and state grants, contributions from operating funds and bond proceeds. These revenues are usually dedicated to capital purposes and are not available to support operating costs. Capital projects are adopted on a multi-year basis. Currently the City has six active capital project funds: Residential Streets, Bridges & Arterial Streets, Land Acquisition, Recreation & Park Development, Facility Replacement, General Government Improvements, Fire Improvements, and Public Safety Plan Funds.

### Proprietary Fund Types

**Enterprise Funds** – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to business enterprises. They are established as fully self-supporting operations with revenues provided primarily from fees, charges, or contracts for services. The City

maintains four Enterprise Funds to account for the operations of Water, Sewer, Surface Water, and Foster Golf Course.

**Internal Service Funds** – Internal Service Funds are used to account for operations similar to those accounted for in Enterprise Funds, but these funds provide goods or services to other departments on a cost reimbursement basis. The City maintains three Internal Service funds to account for fleet management and self-insurance activities.

**Fiduciary Funds** – Fiduciary, or Trust Funds, are used to account for assets held by the City in a trustee capacity and cannot be used to support the City's own programs. These include pension trust, investment trust, private-purpose trust, and agency funds. The City's pension trust fund is the Firemen's Pension Fund and is budgeted on the accrual basis of accounting where revenues are recognized when earned and expenses are recorded when incurred.

## FINANCIAL PLAN

### Introduction

The National Advisory Council on State and Local Budgeting (NACSLB) endorses the forecasting of revenue and expenditures in their Recommended Budget Practices and the City's financial plan follows this model. This section of the budget, financial planning model, and capital improvement program provides a combined view of both past and anticipated future revenues and expenditures for all funds. The plan focuses analysis on revenue sources in order to inform readers as to how the City funds services provided to residents, businesses and guests. A table, graph and explanation of major changes is provided for the General Fund, Special Revenue funds, Capital Projects funds, Enterprise funds, Internal Service funds, and Fiduciary funds. This is followed by a six-year forecast of revenue and expenditures along with a discussion of the factors that affect the forecast. Long term debt and debt capacity is discussed as well as the General Fund fiscal capacity. This section ends with a discussion of fund balance and working capital balances.

A budget is a plan that develops and allocates the City's financial resources to meet community needs in both the present and future. The development and allocation of these resources is accomplished on the basis of the policies, goals, and objectives addressing the requirements and needs of the City of Tukwila. While the other sections of this document will present the budget in detail, this section provides an overview of the budget as a Financial Plan. As such, this section focuses on City strategies to maintain its financial strength and the basis for the expectation for future revenues.

An important part of a financial plan is the City's Capital Improvement Program. While the projects affecting 2019 - 2020 are summarized under the Capital Budget section in this document, the entire Capital Improvement Program (CIP) is outlined, in detail, in a separate document.

A six-year financial forecast of the City's general fund revenues and expenditures follows this summary. The purpose of the forecast is to highlight issues associated with financial policies and budgetary decisions. It is not intended to be a multi-year budget.

Revenues and expenditures are projected on the basis of assumed economic relationships. Revenues are forecast on the basis of future economic and demographic factors. Expenditures are forecast based on past trends modified by present and future conditions. Future conditions are based upon a series of assumptions. This model has been used to test a large range of assumptions and policy options in the course of developing budget recommendations.

Continued caution will be required to anticipate and manage the effects of current and future legislative actions to avoid service reductions for budgetary reasons. Should growth occur slower than anticipated the adverse effect on fund balance may be greater than predicted.

The City takes into account the statewide initiative in forecasting property taxes. The issue that develops when property tax increases for existing improvements to property are held to 1% is that costs cannot be held to the same 1% increase. Costs such as employee benefits, negotiated labor contracts, services and supplies continue to increase at a greater rate. Fuel, professional services, and healthcare costs are good examples. The shortfall then must be made up by increases in other revenue sources and population growth. To date, the City has been able to maintain the existing level of service even with the limits placed on property tax revenue. However, lack of growth in sales tax in fiscal year 2017 and 2018 revenue resulted in the City reducing spending in 2018 in order to ensure that ongoing revenue can pay for ongoing expenditures. Looking forward to the 2019 – 2020 biennium, the City anticipates that sales tax revenue, the largest revenue source for the City, will grow at only

1.5% each year. Additionally, the City will lose streamlined sales tax (SST) mitigation payments from the State of Washington in 2019. Due to the lack of growth in sales tax and the loss of the SST mitigation payments, the City aligned ongoing revenues with ongoing expenditures with expenditure reductions across all departments and increases in other revenue streams. It is anticipated that with the combination expenditure reductions and increased revenue, the City can maintain the same high level of service that the Tukwila community expect and deserve.

## BUDGET SUMMARY

This section summarizes the 2019 - 2020 biennial budget and provides comparisons to previous years' revenues and expenditures. It begins with an overview of the City's overall fiscal environment followed by a discussion of the budget development process, then a financial summary of revenues and expenditures for all funds combined. The reader is encouraged to refer to other sections of the budget for more details.

### GENERAL FISCAL ENVIRONMENT

Effective budget and financial policies are developed gradually over a period of time in response to long-term fiscal and social-economic conditions. Accordingly, this document responds to both the City's current fiscal and social-economic conditions and those anticipated in the future.

Tukwila's economy generally follows the economic cycles of the surrounding region. However, the economic down periods in the cycles have generally been less severe for Tukwila than for other municipalities in the region due to the relatively stable nature of Tukwila's economy. While sales tax revenues are flattening, by slowing the rate of growth in the General Fund and increasing some revenues, the City is still able to ensure that reserve levels exceed policy requirements.

Gradual, but continual improvement in Tukwila's economy is expected into the 2019 - 2020 biennium. Construction activity on Tukwila International Boulevard associated with the build out of the Tukwila Village complex and the redevelopment of the urban renewal area is expected to boost construction related revenues including sales tax, permit fees and utility taxes, accelerating similar activity expected in 2019. Additionally, 500 acres of land ripe for development lies within the Tukwila South section of the urban center. A 19-story apartment-hotel complex, Washington Place, has been completed in the City's Urban Center and has already catalyzed additional residential projects in the surrounding neighborhood. The City is optimistic about the future of the Southcenter neighborhood and is realizing the vision of this area as a residential, commercial and employment hub with significant amenities.

Challenges for the future remain. Federal, state and county governments continue to devolve services down to cities and there is no evidence the trajectory will slow or change anytime soon. Agencies are no longer the partners they once were in funding critical infrastructure projects. Over the past several years the City has leveraged hundreds of millions in federal and state dollars to accomplish road and other projects, but these dollars are becoming scarcer. Further, health care costs continue to increase. Like every other city and all 39 counties in the state, revenues continue to be constrained by the 1% property tax cap imposed by the state legislature. Additionally, beginning in 2019, the State is phasing out streamlined sales tax mitigation payments totaling approximately \$1.1 million annually. With the loss of this ongoing revenue source, coupled with the lack of growth in sales tax revenue, the City can no longer continue to offer the same high level of service. The City is faced with some very difficult choices to balance the 2019 – 2020 biennium. This budget has kept this reality in mind and is crafted to ensure the City remains in the best fiscal health possible.

## BUDGET DEVELOPMENT

The 2019 - 2020 biennial budget is fiscally prudent with no expected drawdowns to our general fund balance or the contingency reserves. With the lack of growth in sales tax revenue and the loss of the streamlined sales tax mitigation payments, the City took a two-pronged approach to align revenue and expenditures. All general fund departments reduced their operating budget by 3%, except for police and fire which were reduced by 1.5%. In addition to expenditure reductions, the gambling tax rate on card rooms and business license fees were increased to close the gap.

## PRIORITY BASED BUDGETING

Priority Based Budgeting (PBB) is the City's priority-driven budgeting process that will better show how resources are allocated to the programs and services that provide the greatest value to our residents.

Over the past year, the City has worked with the Center for Priority Based Budgeting to begin implementation of our priority-driven budget model. The first phase of the City's implementation of PBB is to apply the process to the General Fund for the 2019-2020 biennium.

PBB helps the City and the community evaluate how well the City's resources are aligned with the adopted Strategic Plan and community priorities, and engage in strategic decision-making regarding funding, adding, and/or eliminating programs and services.

The foundation of the process is to:

- **Prioritize services:** Evaluate the relative importance of individual programs and services rather than entire departments.
- **Do the important things well:** In a time of revenue decline, a traditional budget process often attempts to continue funding all the same programs it funded last year, although at a reduced level. The priority-driven budgeting process focuses on identifying the services that offer the highest value.
- **Question past patterns of spending:** An incremental budget process does not seriously question the spending decisions made in years past. The priority-driven budget process puts all the money on the table to encourage more creative conversations about services.
- **Know the true cost of doing business:** Focusing on the full costs of programs ensures that funding decisions are based on the true cost of providing a service.
- **Provide transparency of community priorities:** When budget decisions are based on a well-defined set of community priorities, the government's aims are not left open to interpretation.
- **Provide transparency of service impact:** In traditional budgets, it is often not entirely clear how funded services make a real difference in the lives of citizens. Under priority-driven budgeting, the focus is on the results the service produces for achieving community priorities.
- **Demand accountability for results:** Traditional budgets focus on accountability for staying within spending limits. Beyond this, priority-based budgeting demands accountability for results that were the basis for a service's budget allocation.
- **Evaluating programs based on their influence in achieving the Strategic Goals:** Tukwila's programs were scored against the City's adopted Strategic Plan, as well as criteria that incorporates mandates, reliance on the city to provide the program, cost recovery, portion of the community served, and change in demand. Programs were also scored based on ability to

achieve community and/or good governance results. All department scores were reviewed by peer review teams as part of a quality control process.

**Program Inventory:** The first step of the PBB process is to establish a program inventory that encompasses all the activities the City performs. Each department developed a comprehensive list of programs and services offered. Each program was then classified as either a community-based or governance-based program. Governance-based programs contribute to the City's structure as a municipal organization. The final program for the General Fund includes a total of 294 programs across the City. 160 are classified as community-based and 134 are classified as governance-based. The complete list of programs can be found in the appendix.

**Personnel Costs and FTE:** Once the program inventory was developed, the next step was to input department personnel costs. Each department allocated the percentage of each employee's time that is spent on specific programs. These percentages were then used to allocate personnel costs to programs as well as calculate the allocation of full-time equivalence (FTE). Employee time is classified by FTE, on a scale of 0-1 (with 1 being the equivalent of a full-time employee). Total salaries (including overtime) and benefits allocated to programs totaled \$43.2 million in 2019 and \$44.3 million in 2020.

**Non-Personnel Costs:** Non-personnel cost types were also allocated in the model. Non-personnel costs include supplies, services, intergovernmental, and capital. In total, \$16.2 million in non-personnel costs was allocated to the program inventory for 2019 and \$16.1 million in 2020.

**Program Scoring:** The next step to PBB was to score each program on several dimensions. Staff scored each program on five basic program attributes (BPAs), using a scale of 0-4: The BPA's include:

- Level of program mandate
- Reliance on the City to provide the program
- Cost recovery of the program
- Portion of the community served by the program
- Change in the demand for the program

Next, each program was scored against either the City's four adopted Strategic Plan goals (in the case of community programs), or five governance goals (in the case of governance programs). Each program's performance for each result was graded on a 0-4 scale. The community program Strategic Plan goals are as follows:

- A community of inviting neighborhoods and vibrant business districts.
- A solid foundation for all Tukwila residents.
- A diverse and regionally competitive economy.
- A positive community identity and image.

The governance program goals are:

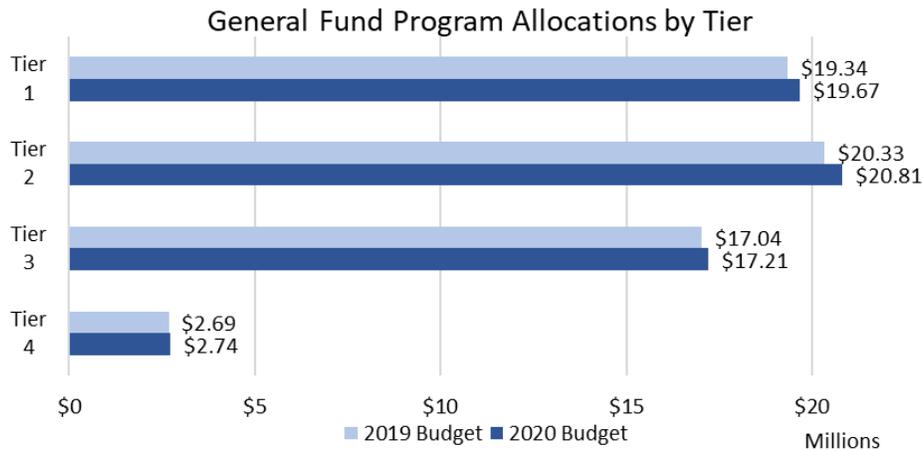
- Ensure City facilities are safe, efficient, and inviting to the public.
- Continue to innovate and develop as an organization and support individual growth.
- Advance Tukwila's interests through participation in regional partnerships.
- Use Tukwila's Vision, Mission, and Strategic Plan to focus and prioritize City efforts.
- Ensure the long-term fiscal sustainability of the City.

**Program Rankings – Tiers 1, 2, 3 & 4**

The analysis described above resulted in a final score for each program. The score was developed using a formula that provides additional weight/emphasis for a program’s alignment with the strategic goals, and for the level of mandate identified within the BPA analysis.

The final product splits programs into four tiers and provides a visual representation of how much money is being spent on the programs that fall into each tier. In this representation, the first tier (T1) identifies programs with the most direct connection and support of the City’s strategic goals and other contributing attributes. The fourth tier (T4) identifies the programs with the lowest relative connection to the results and other attributes. It should be noted that while a program may fall into the fourth tier, it may be mandated at either the state or federal level to provide the program. The full list of programs can be found in the appendix. All programs that are mandated at either the state or federal level are noted.

The following graph represents the City’s general fund budgeted spending in 2019 and 2020 on programs that fall into each tier. The length of the bar indicates total dollars budgeted, with the longer bars representing a higher budgeted amount.

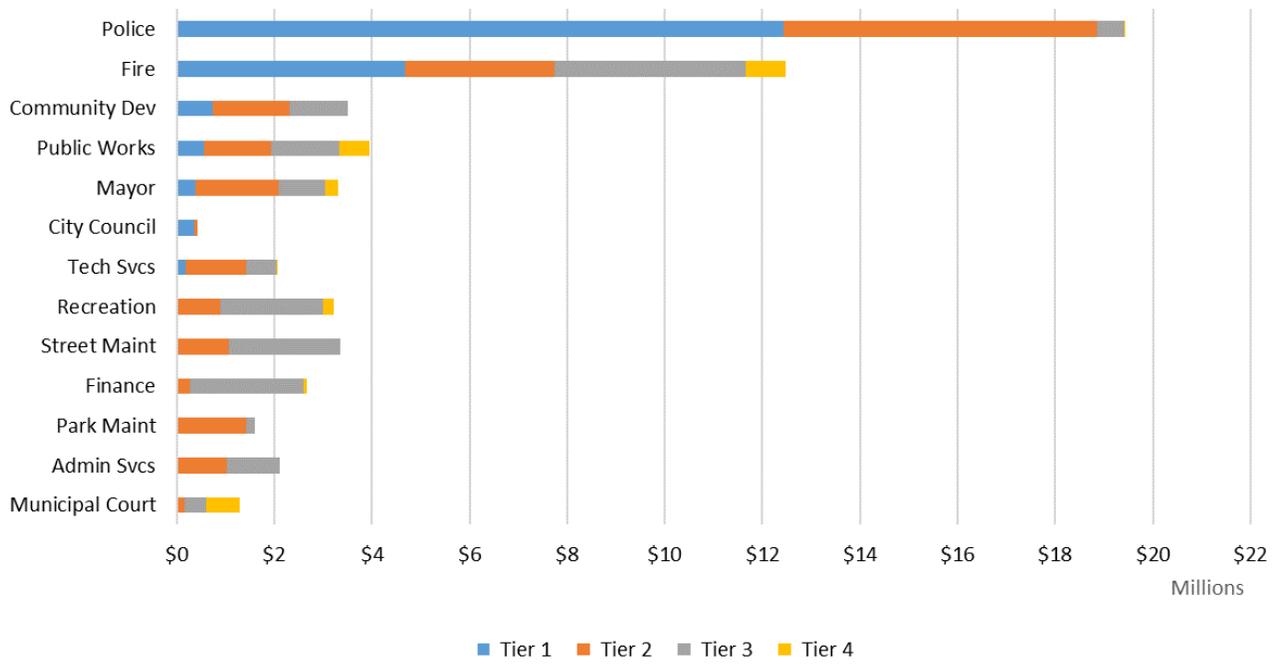


Tier 1 programs are determined by the PBB model to be those most closely aligned with the City’s strategic goals, followed by the other tiers. Tier 4 programs are also important, and may reflect strongly-held community values, but receive a lower relative rank using the PBB scoring framework. An example of a tier 1 program is Police patrol services. This program scored a four against all strategic goals and also scored a 4 against most of the BPAs. An example of a tier 4 program is court hearings, a program identified by the Municipal Court. While this particular program may indirectly impact the strategic goals, there is no direct linkage between court hearings and the strategic goals. However, this program is a necessary function of City government. Anyone cited within the City limits has a right to a court hearing and is mandated at both the federal and state level.

This analysis helps to illustrate the City’s ongoing effort to ensure that resources are aligned with the programs and services that have been identified as most critical. Across all program types, the City is currently providing the greatest level of resources to tier 1 and tier 2 programs, with \$39.7 million and \$40.5 million allocated to tier 1 and tier 2 programs in 2019 and 2020 respectively.

Analyzing the data from a different perspective, the chart below shows how programs are allocated by tier at a department level. Public safety is not only the largest allocation of resources but also has the biggest allocation to tier 1 programs.

### Program Allocation By Department



## FINANCIAL SUMMARY

The 2019 - 2020 budget reflects a City-wide net revenue increase of \$18.8 million in 2019 and \$27.7 million decrease in 2020 or net decrease of \$8.9 million over the biennium. The primary reason for the increase in 2019 and the decrease in 2020 is directly related to the City's Public Safety Plan. Bonds will be sold in 2019 with spending of the bond proceeds over the course of two years to finance construction of critical public safety facilities. No drawdown of the General Fund or the Contingency Fund is expected in the biennium, the result of an emphasis on maintaining structural balance for continued financial stability and sustainability. Debt financing is proposed for the Public Safety Plan in 2019 with proceeds used to construct a justice center, rebuild two fire stations, and remodel existing structures to house public works facilities. Use of the City's considerable debt capacity is considered fiscally prudent, especially as existing bonds mature and debt service on the retiring bonds can be replaced with debt service on new bonding. In this biennial budget, the City's debt service level for 2019 is 6.2% of ongoing General Fund revenues which is 1.8% lower than the 8% guideline for affordability. In 2020, debt service is 5.4% of ongoing General Fund revenues. The decrease is due to final debt maturing related to the 2008 debt refinance to support the purchase of a City Hall annex and purchase property for Tukwila Village. In addition to debt-financed capital projects, cash investments are planned for maintenance of capital assets including roads and bridges.

The budget also includes investment in the utility funds. A Water Fund drawdown of \$1.8 million over the biennium will allow for investment in 58<sup>th</sup> Ave S Water Main Replacement Project as well as the Macadam Road South water upgrade, among other projects. A Sewer Fund net drawdown of \$734 thousand will continue the upgrading of the Central Business District sewer system, Fort Dent park BNSF Sewer Relocation project, and other sewer-related projects. While the Surface Water Fund reflects an increase of \$824 thousand, several projects are planned, including E Marginal Way Stormwater Outfalls and Riverton Creek Flap Gate removal.

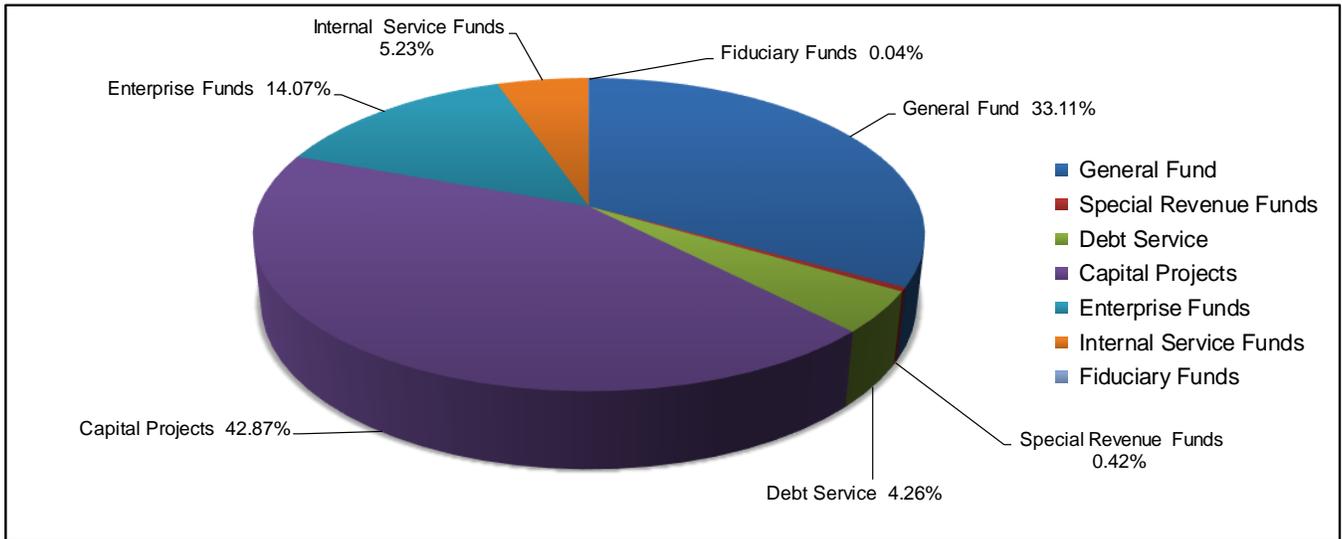
The City-wide picture also includes costs associated with the Public Safety Plan. Voters approved the Public Safety Plan bond measure in November 2016, and the City issued bonds in December 2016. Projects included in the Plan include siting and constructing a Justice Center that will house the Police department and Court, reconstructing two Fire Stations, and life-cycle replacement of fire apparatus and equipment, up to \$15 million.

Each fund has been grouped according to their function within the City. The Contingency Fund is displayed with the General Fund as its sole source of funding is the General Fund (with the exception of investment earnings) and it contains no external restrictions. As a side note, for purposes of financial reporting the General Fund and Contingency Fund are combined in the Comprehensive Annual Financial Report (CAFR) as well.

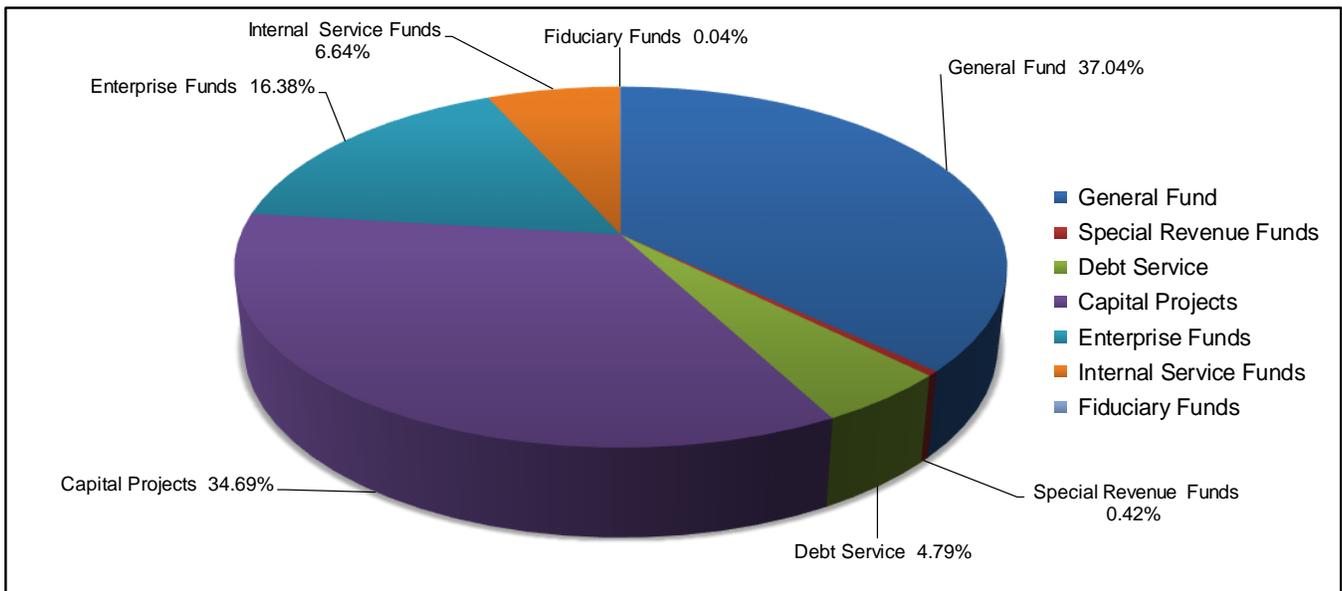
The Residential Street Fund and the Arterial Street Fund have been grouped with the capital project funds since their main activity is capital improvements. The Local Improvement District (LID) fund and associated guaranty fund are shown separately from the general obligation debt; the LID debt is secured by the property assessed in the district and is not considered a direct obligation of the City.

Fund		2019 Beginning Fund Balance	2019 Resources	2019 Expenditures	2019 Change in Fund Balance	2019 Ending Fund Balance
GENERAL & CONTIN- GENY	Fund 000 - General	\$ 12,590,576	\$ 65,947,930	\$ 65,865,875	\$ 82,055	\$12,672,631
	Fund 105 - Contingency	6,447,329	148,568	-	148,568	6,595,897
	<b>Total General &amp; Contingency</b>	<b>19,037,905</b>	<b>66,096,498</b>	<b>65,865,875</b>	<b>230,623</b>	<b>19,268,528</b>
SPECIAL REVENUE	Fund 101 - Hotel/Motel Tax	1,370,302	778,000	693,131	84,869	1,455,171
	Fund 109 - Drug Seizure	226,507	55,000	60,000	(5,000)	221,507
	<b>Total Special Revenue Funds</b>	<b>1,596,809</b>	<b>833,000</b>	<b>753,131</b>	<b>79,869</b>	<b>1,676,678</b>
DEBT SVC	Funds 2**-LTGO Debt Service Funds	387,865	4,979,262	4,979,263	(1)	387,864
	Fund 213 - UTGO Bonds	40,117	2,841,675	2,841,675	-	40,117
	Fund 206 - Guaranty	685,037	300	-	300	685,337
	Fund 233 - Local Imp. Dist. Bonds, 2013	707,287	688,637	688,637	-	707,287
	<b>Local Imp. Dist. #33, Guaranty Funds</b>	<b>1,392,324</b>	<b>688,937</b>	<b>688,637</b>	<b>300</b>	<b>1,392,624</b>
CAPITAL PROJECTS	Fund 103 - Residential Streets	2,826,621	4,002,000	6,616,000	(2,614,000)	212,621
	Fund 104 - Bridges & Arterial Streets	3,621,865	6,819,000	8,854,599	(2,035,599)	1,586,266
	Fund 301 - Land Acq, Rec, Park Develop	1,019,562	128,320	605,000	(476,680)	542,882
	Fund 302 - Facility Replacement	2,213,064	10,000	235,000	(225,000)	1,988,064
	Fund 303 - General Government Imp	337,761	200,500	353,094	(152,594)	185,167
	Fund 304 - Fire Improvements	7,412	500,100	500,000	100	7,512
	Fund 305 - Public Safety Plan	13,038,494	66,414,346	39,896,578	26,517,768	39,556,262
	Fund 306 - City Facilities	1,914,000	7,500,000	4,629,000	2,871,000	4,785,000
	<b>Total Capital Projects Funds</b>	<b>24,978,778</b>	<b>85,574,266</b>	<b>61,689,271</b>	<b>23,884,995</b>	<b>48,863,774</b>
ENTERPRISE	Fund 401 - Water	5,149,522	7,317,000	7,650,901	(333,901)	4,815,620
	Fund 402 - Sewer	9,174,430	9,912,000	10,774,916	(862,916)	8,311,514
	Fund 411 - Foster Golf Course	640,081	1,793,900	1,765,345	28,555	668,636
	Fund 412 - Surface Water	754,303	9,070,000	8,933,224	136,776	891,079
	<b>Total Enterprise Funds</b>	<b>15,718,336</b>	<b>28,092,900</b>	<b>29,124,386</b>	<b>(1,031,486)</b>	<b>14,686,850</b>
INTERNAL SERVICE	Fund 501 - Equip Rental & Replacement	3,874,899	3,619,089	4,435,204	(816,115)	3,058,783
	Fund 502 - Self-Insured Healthcare Plan	1,137,704	6,563,872	6,904,662	(340,790)	796,914
	Fund 503 - LEOFF I Self-Ins Health Plan	527,005	266,533	465,755	(199,222)	327,783
	<b>Total Internal Service Funds</b>	<b>5,539,608</b>	<b>10,449,494</b>	<b>11,805,621</b>	<b>(1,356,127)</b>	<b>4,183,481</b>
FIDUC- IARY	Fund 611 - Firemen's Pension	1,449,856	74,000	69,991	4,009	1,453,865
<b>TOTAL BUDGET</b>		<b>\$ 70,141,598</b>	<b>\$199,630,032</b>	<b>\$177,817,849</b>	<b>\$ 21,812,182</b>	<b>\$91,953,780</b>

**Budgeted Revenues by Fund – 2019**

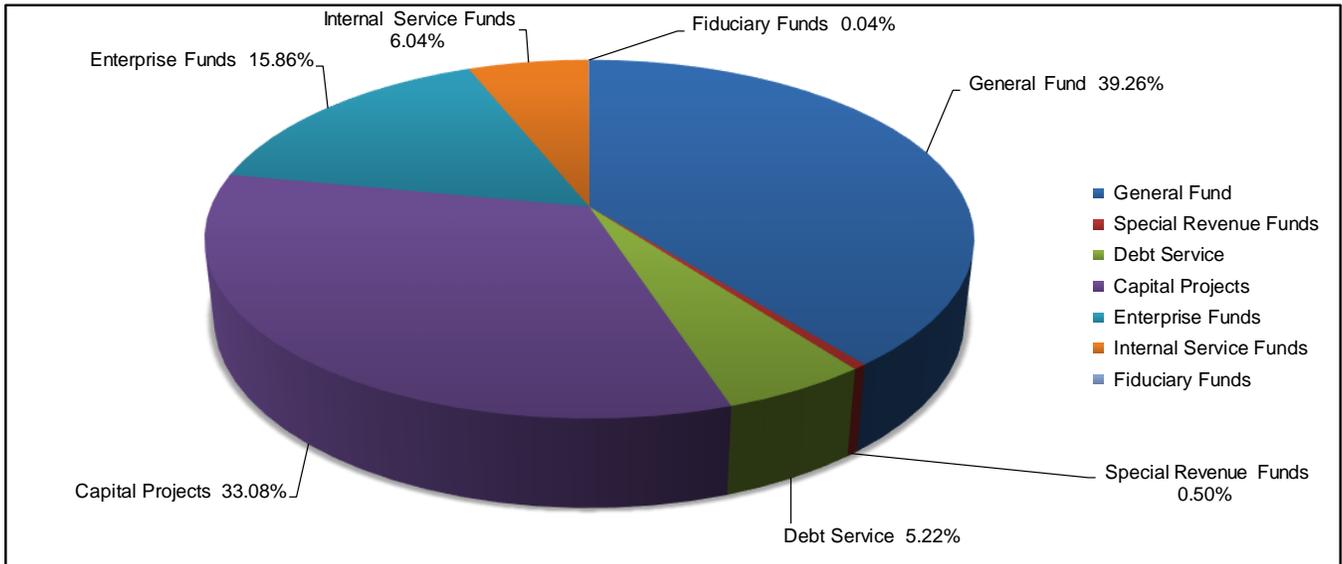


**Budgeted Expenditures by Fund – 2019**

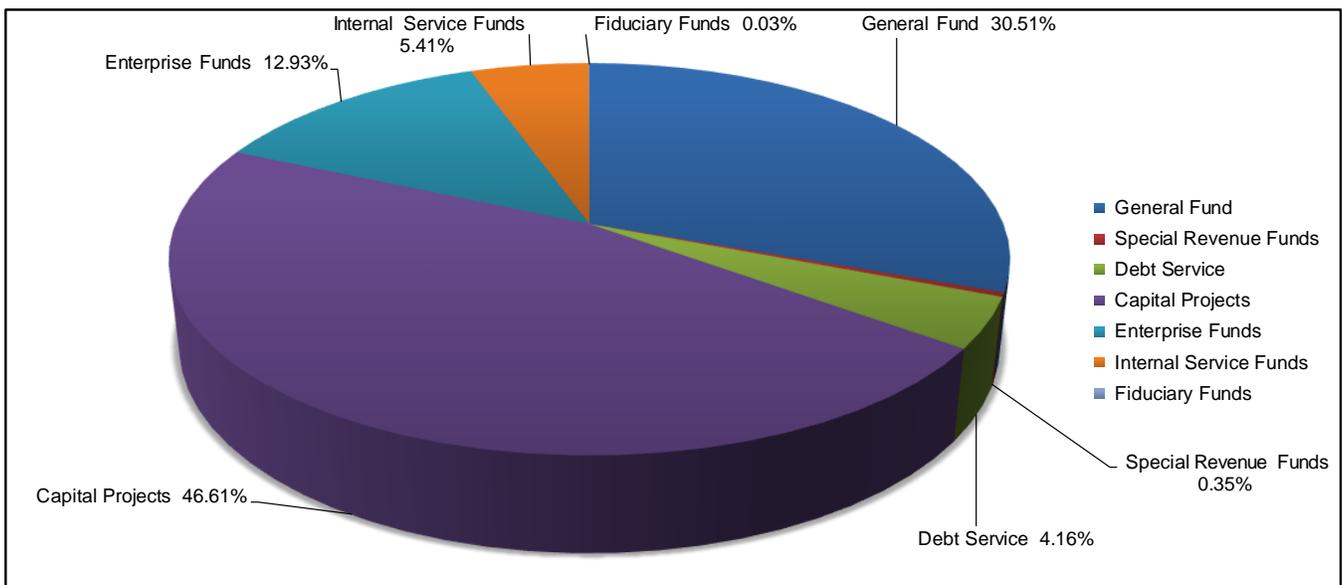


Fund		2020 Beginning Fund Balance	2020 Resources	2020 Expenditures	2020 Change in Fund Balance	2020 Ending Fund Balance
GENERAL & CONTINGENCY	Fund 000 - General	\$ 12,672,631	\$ 67,194,827	\$ 65,821,945	\$ 1,372,882	\$14,045,513
	Fund 105 - Contingency	6,595,897	300,000	-	300,000	6,895,897
	<b>Total General &amp; Contingency</b>	<b>19,268,528</b>	<b>67,494,827</b>	<b>65,821,945</b>	<b>1,672,882</b>	<b>20,941,410</b>
SPECIAL REVENUE	Fund 101 - Hotel/Motel Tax	1,455,171	803,000	695,498	107,502	1,562,673
	Fund 109 - Drug Seizure	221,507	55,000	60,000	(5,000)	216,507
	<b>Total Special Revenue Funds</b>	<b>1,676,678</b>	<b>858,000</b>	<b>755,498</b>	<b>102,502</b>	<b>1,779,180</b>
DEBT SVC	Funds 2**-LTGO Debt Service Funds	387,864	4,590,311	4,589,893	418	388,282
	Fund 213 - UTGO Bonds	40,117	3,713,175	3,713,175	-	40,117
	Fund 206 - Guaranty	685,337	300	-	300	685,637
	Fund 233 - Local Imp. Dist. Bonds, 2013	707,287	668,613	668,613	-	707,287
	<b>Local Imp. Dist. #33, Guaranty Funds</b>	<b>1,392,624</b>	<b>668,913</b>	<b>668,613</b>	<b>300</b>	<b>1,392,924</b>
CAPITAL PROJECTS	Fund 103 - Residential Streets	212,621	5,711,000	5,701,000	10,000	222,621
	Fund 104 - Bridges & Arterial Streets	1,586,266	47,647,000	48,935,382	(1,288,382)	297,884
	Fund 301 - Land Acq, Rec, Park Develop	542,882	116,400	50,000	66,400	609,282
	Fund 302 - Facility Replacement	1,988,064	10,000	215,000	(205,000)	1,783,064
	Fund 303 - General Government Imp	185,167	200,500	358,015	(157,515)	27,652
	Fund 304 - Fire Improvements	7,512	500,100	500,000	100	7,612
	Fund 305 - Public Safety Plan	39,556,262	2,683,709	40,028,146	(37,344,437)	2,211,825
	Fund 306 - City Facilities	4,785,000	-	4,785,000	(4,785,000)	(0)
	<b>Total Capital Projects Funds</b>	<b>48,863,774</b>	<b>56,868,709</b>	<b>100,572,543</b>	<b>(43,703,834)</b>	<b>5,159,939</b>
ENTERPRISE	Fund 401 - Water	4,815,620	7,524,000	9,000,238	(1,476,238)	3,339,382
	Fund 402 - Sewer	8,311,514	9,912,000	9,783,035	128,965	8,440,480
	Fund 411 - Foster Golf Course	668,636	1,847,900	1,810,408	37,492	706,128
	Fund 412 - Surface Water	891,079	7,990,000	7,302,426	687,574	1,578,653
	<b>Total Enterprise Funds</b>	<b>14,686,850</b>	<b>27,273,900</b>	<b>27,896,107</b>	<b>(622,207)</b>	<b>14,064,643</b>
INTERNAL SERVICE	Fund 501 - Equip Rental & Replacement	3,058,783	3,221,544	3,777,658	(556,114)	2,502,670
	Fund 502 - Self-Insured Healthcare Plan	796,914	6,889,436	7,412,104	(522,668)	274,247
	Fund 503 - LEOFF I Self-Ins Health Plan	327,783	266,541	489,313	(222,772)	105,011
	<b>Total Internal Service Funds</b>	<b>4,183,481</b>	<b>10,377,521</b>	<b>11,679,074</b>	<b>(1,301,553)</b>	<b>2,881,927</b>
FIDUCIARY	Fund 611 - Firemen's Pension	1,453,865	74,000	69,991	4,009	1,457,874
<b>TOTAL BUDGET</b>		<b>\$ 91,953,780</b>	<b>\$ 171,919,356</b>	<b>\$ 215,766,839</b>	<b>\$(43,847,483)</b>	<b>\$48,106,297</b>

**Budgeted Revenues by Fund – 2020**



**Budgeted Expenses by Fund – 2020**



## REVENUE – ALL FUNDS

Before discussing the revenues for all funds, it is important to note that the 2018 budget has been adjusted to reflect 2018 estimated actual revenues. Overall, this results in an overstatement of the 2018 budget and an understatement of the increase in the 2019 budget. It should be noted that the revenue totals may include a duplication of amounts for transfers between funds (transfers-in and transfers-out); as the internal transactions are shown both in the originating fund and the recipient fund.

The total revenue and transfers budgeted is \$199.6 million for 2019 and \$171.9 million for 2020. This is a 10.4% increase in 2019 over the 2018 budgeted revenue. The primary reason for the increase is due to planned debt issuance for the voter-approved Public Safety Plan in 2019. Total revenues decrease in 2020 by 13.9% from the 2019 budget. No additional debt issues are planned in 2020.

In addition to the planned debt issue, other revenue changes include an increase in business license revenue due to an increase in the business license fee. The fee increase is necessary to replace the loss of the streamlined sales tax mitigation payments from the State as well as the lack of growth in local retail sales tax revenue. Grant revenue is \$14.7 million less in 2019 than 2018 but \$44.4 million higher in 2020 than 2019. Grant revenue is tied to planned capital projects.

Revenue projections for ongoing sources are conservative estimates based on local economic factors as well as historical data. Sales and use tax is the City's largest revenue source. Sales and use tax revenue is projected at \$19.9 million in 2019 which represents a decrease from 2018 budget of 0.2%. Retail sales tax revenue increased considerably in both 2015 and 2016 but growth stalled in 2017 and 2018. The 2019 budget is projected at 1.5% above 2018 estimated year-end. Projections for sales and use tax revenue are based on historical trends as well as selected economic indicators including changes in unemployment, disposable income, and anticipated construction of major projects. Because retail sales tax revenue is highly volatile, the budget for 2020 has been increase only 1.5% over 2019 budget.

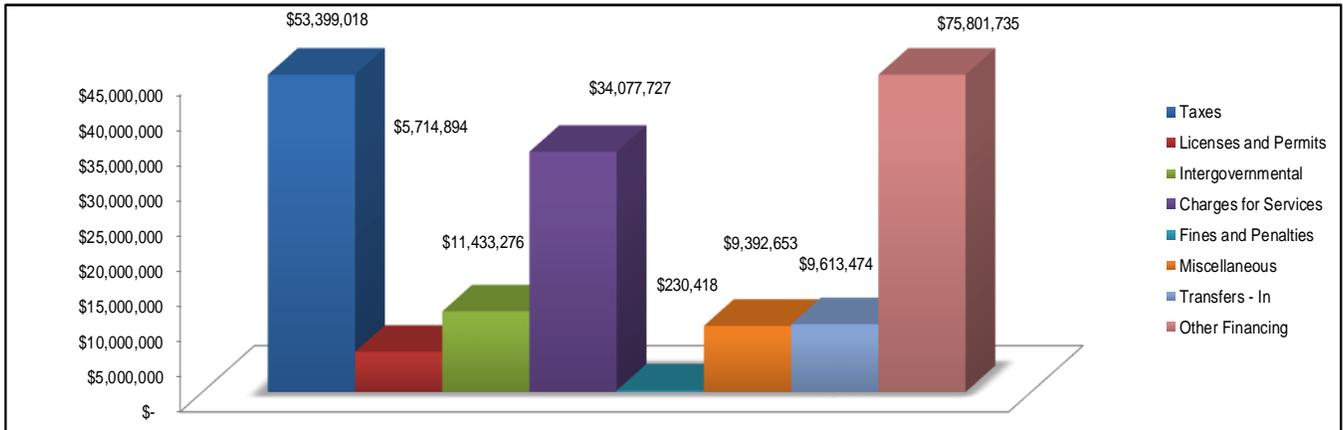
Property tax, which is the second largest revenue source, is used for general governmental operations and is limited to the lesser of 1% or inflation. Property tax growth resulting from new construction, changes in value of state-assessed utility property, and newly annexed property are exempted from the limit factor and may be added to the tax value. The City anticipates property tax revenue will be at \$18.8 million in 2019, an increase of 4.2% over 2018 budget. The budget shows property tax revenue of \$20.0 million in 2020, an increase of 6.3% over the prior year. The increase is directly associated with debt service requirements related to voted debt.

Cities and towns in Washington State are authorized to levy a tax on public utility businesses based on revenues they generate within the city or town, known as a utility tax. The city currently levies a 6% tax on electricity, natural gas, cable, telephone, and solid waste/recycling. Utility tax revenue is projected to be \$4.2 million in 2019 and \$4.4 million in 2020. Telephone utility tax has been declining in recent years. Taxes appear to have stabilized and a slight increase is expected in the biennium.

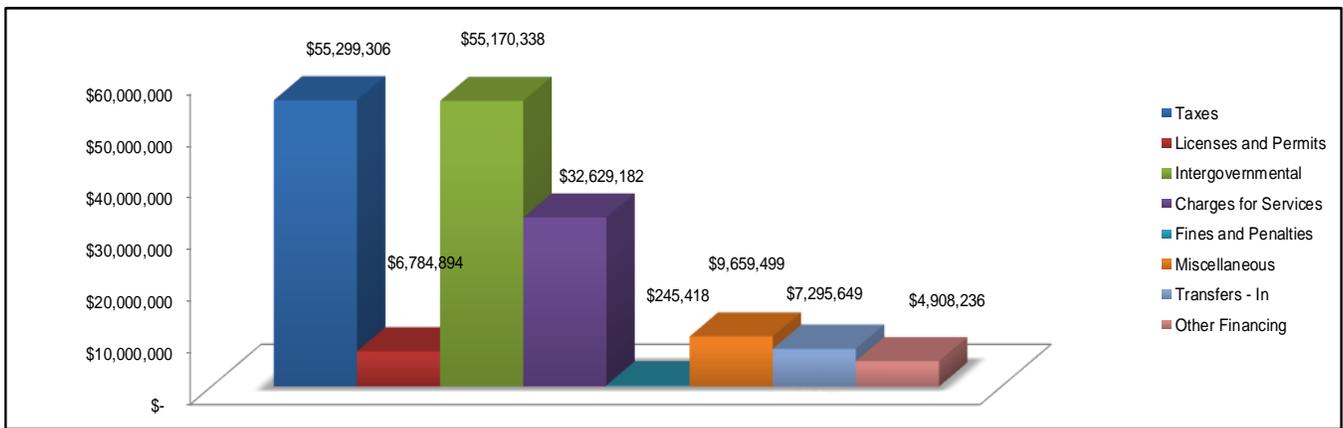
The City also receives revenue from other sources to pay for providing general government services. These revenue sources include other taxes (admissions, excise, hotel/motel), fees and charges, interest earnings, and grants.

<b>Revenue - All Funds</b>								
<b>Revenues</b>	<b>Actual</b>			<b>Budget</b>			<b>Percent Changes</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
Property Taxes	\$ 14,552,681	\$ 17,591,317	\$ 18,009,546	\$ 18,060,302	\$ 18,825,117	\$ 20,015,086	4.2%	6.3%
Retail Sales Tax	18,262,544	18,164,227	19,600,000	19,932,102	19,894,000	20,192,410	-0.2%	1.5%
Use Tax	645,646	642,974	644,389	675,000	650,000	690,000	-3.7%	6.2%
Parking/Admissions Tax	906,748	940,700	1,297,434	980,000	1,175,000	1,340,000	19.9%	14.0%
Utility Taxes	4,045,916	4,175,013	4,109,449	4,205,513	4,238,200	4,374,610	0.8%	3.2%
Interfund Utility Tax	2,146,515	2,265,747	2,180,154	2,205,000	2,373,000	2,412,000	7.6%	1.6%
Gambling, Excise Taxes	6,545,484	5,427,784	5,058,489	4,978,614	5,468,700	5,475,200	9.8%	0.1%
Hotel/Motel Tax	710,267	736,784	764,767	755,000	775,000	800,000	2.6%	3.2%
<b>Total Taxes</b>	<b>47,815,802</b>	<b>49,944,545</b>	<b>51,664,228</b>	<b>51,791,531</b>	<b>53,399,018</b>	<b>55,299,306</b>	<b>3.1%</b>	<b>3.6%</b>
Business Licenses and Permits	2,604,857	2,549,626	2,953,850	2,809,790	3,547,400	4,612,400	26.3%	30.0%
Building Permits and Fees	1,333,853	1,957,164	1,846,374	1,494,300	2,167,494	2,172,494	45.1%	0.2%
<b>Total Licenses &amp; Permits</b>	<b>3,938,710</b>	<b>4,506,790</b>	<b>4,800,224</b>	<b>4,304,090</b>	<b>5,714,894</b>	<b>6,784,894</b>	<b>32.8%</b>	<b>18.7%</b>
Sales Tax Mitigation	1,122,040	1,099,090	1,099,903	1,140,000	840,000	-	-26.3%	0.0%
Seattle City Light franchise fee	2,092,358	2,263,353	2,266,040	2,199,500	2,399,500	2,469,500	9.1%	2.9%
Other State shared revenues	873,559	899,528	757,899	840,403	897,250	945,250	6.8%	5.3%
Federal and State Grants	5,232,361	8,269,873	19,884,594	21,304,910	6,619,247	51,000,020	-68.9%	670.5%
Other intergovernmental	903,278	285,073	126,736	590,313	677,279	755,568	14.7%	11.6%
<b>Total Intergovernmental</b>	<b>10,223,595</b>	<b>12,816,917</b>	<b>24,135,172</b>	<b>26,075,126</b>	<b>11,433,276</b>	<b>55,170,338</b>	<b>-56.2%</b>	<b>382.5%</b>
General Government	180,364	173,505	155,787	187,465	192,732	196,732	2.8%	2.1%
Security	1,296,241	1,162,011	876,449	1,215,225	1,322,000	1,362,000	8.8%	3.0%
Transportation	2,117,247	3,537,939	2,864,374	3,027,708	5,035,820	2,916,275	66.3%	-42.1%
Plan Check and Review Fees	1,432,644	2,213,020	2,313,864	2,283,090	2,283,675	2,481,675	0.0%	8.7%
Culture and Rec Fees	1,596,606	1,423,170	1,567,062	1,772,150	1,642,500	1,689,500	-7.3%	2.9%
Utilities & Environment	21,438,777	22,628,554	22,564,781	21,946,000	23,601,000	23,983,000	7.5%	1.6%
<b>Total Charges for Services</b>	<b>28,061,879</b>	<b>31,138,199</b>	<b>30,342,317</b>	<b>30,431,638</b>	<b>34,077,727</b>	<b>32,629,182</b>	<b>12.0%</b>	<b>-4.3%</b>
<b>Total Fines and Penalties</b>	<b>224,138</b>	<b>226,574</b>	<b>169,994</b>	<b>224,829</b>	<b>230,418</b>	<b>245,418</b>	<b>2.5%</b>	<b>6.5%</b>
Interest Earnings	711,678	975,524	1,482,839	635,996	1,185,874	984,932	86.5%	-16.9%
Rents and Concessions	803,939	762,038	712,715	764,839	694,839	699,839	-9.2%	0.7%
Contributions/Donations	130,111	712,581	2,081,978	1,320,200	35,100	35,100	-97.3%	0.0%
Special assessments	568,861	502,808	438,467	439,893	471,000	471,000	7.1%	0.0%
Other Financing	6,895,144	6,346,143	6,332,434	7,106,685	7,005,840	7,468,628	-1.4%	6.6%
<b>Total Miscellaneous</b>	<b>9,109,733</b>	<b>9,299,093</b>	<b>11,048,434</b>	<b>10,267,613</b>	<b>9,392,653</b>	<b>9,659,499</b>	<b>-8.5%</b>	<b>2.8%</b>
Transfers In	4,759,513	7,199,949	19,572,810	24,585,621	9,613,474	7,295,649	-60.9%	-24.1%
Debt proceeds	32,990,000	10,456,000	20,000,000	26,143,000	65,675,046	-	151.2%	0.0%
Property sales	88,617	100,074	41,155	4,341,000	30,000	30,000	-99.3%	0.0%
Indirect Cost Allocation	2,233,476	2,279,058	2,718,315	2,325,643	2,545,645	2,637,288	9.5%	3.6%
Other Financing	4,622,293	1,395,484	522,166	359,198	7,551,044	2,240,948	2002.2%	-70.3%
<b>Other Financing</b>	<b>44,693,900</b>	<b>21,430,565</b>	<b>42,854,446</b>	<b>57,754,462</b>	<b>85,415,209</b>	<b>12,203,885</b>	<b>47.9%</b>	<b>-85.7%</b>
<b>Total Revenues</b>	<b>\$144,067,756</b>	<b>\$129,362,683</b>	<b>\$165,014,816</b>	<b>\$180,849,289</b>	<b>\$199,663,195</b>	<b>\$171,992,522</b>	<b>10.4%</b>	<b>-13.9%</b>

**Revenue Budget by Type – 2019**



**Revenue Budget by Type – 2020**



## EXPENDITURES – ALL FUNDS

The expenditure totals for all funds may include a duplication of amounts for transfers between funds (transfers-out and transfers-in) as the internal transactions are shown both in the originating fund and the recipient fund.

The total expenditure and transfers out budgeted is \$177.8 million for 2019 and \$215.8 million for 2020. This represents a 18.8% reduction in 2019 over the 2018 budgeted expenditures. The 2020 expenditure projection is 21.3% more than the 2019 projected amount, due mainly to planned expenditures related to the Strander Blvd. Extension project, most of which is grant funded. The City plans to spend \$44.5 million in 2019 and \$44.8 million in 2020 to construct a new Justice Center, reconstruct two Fire Stations, and purchase equipment and apparatus for the Fire department. Transfers between funds are shown as other expenditures and include transfers from the general fund for debt service payments of \$4.1 million in 2019 and \$3.7 million in 2020. Additional transfers from the general fund includes transfers to capital projects funds of \$1.97 million in 2019 and \$1.3 million in 2020. The Services category costs decreased in 2019 by 26.2%; this is due to departmental decreases related to the loss of revenue mentioned in the previous section and the completion of the implementation of a new software system for the Recreation department.

The budget continues to fund all existing positions and places an emphasis on public safety and community livability. A cost of living adjustment (COLA) of 3.0% is included in the 2019 budget and a COLA of 2.5% is included in the 2020 budget. It should be noted that while the COLA has been budgeted, any actual wage adjustment is subject to collective bargaining and adopted policies. Benefits, including pension and industrial insurance have also been adjusted accordingly. The supplies category shows an increase of 10.4% in 2019 largely due to increased costs for water, sewer, and sewage treatment as well as equipment purchases for the fire department. Supplies are 2.3% lower in 2020 from 2019 as departments are holding the line on spending due to lack of growth in revenue. Additionally, professional services budget in 2019 is 38.6% lower than 2018 budget and 7.6% lower in 2020 from 2019 budget for the same reason.

The City is self-insured for health costs. Premiums have been increased for the active employees' plan based on actuarial projections and requirements of the City's reserve policy. Because claim history can vary greatly from year to year, the City reviewed a 10-year history to determine an appropriate funding level for health costs. It is Administration's expectation that looking at 10 years of history rather than the traditional two years, cost increases can be held at 5% each year. The budget includes a 5% cost increase in each year of the biennium.

The budget also includes funding for routine capital maintenance such as street overlay and bridge inspections. The major capital projects include residential street improvements for 42<sup>nd</sup> Avenue South, 53<sup>rd</sup> Avenue South, and Macadam Road South Complete Street; arterial street and bridge improvements, Strander Blvd. Extension, West Valley Hwy improvements, Boeing Access Road over Airport Way seismic retrofit, and 42<sup>nd</sup> Avenue South bridge replacement; water system upgrade for Macadam Road; sewer system rehabilitation for the Central Business District and East Marginal Way South Stormwater Outfalls, Riverton Creek Flap Gate removal, and other environmental and surface water management projects.

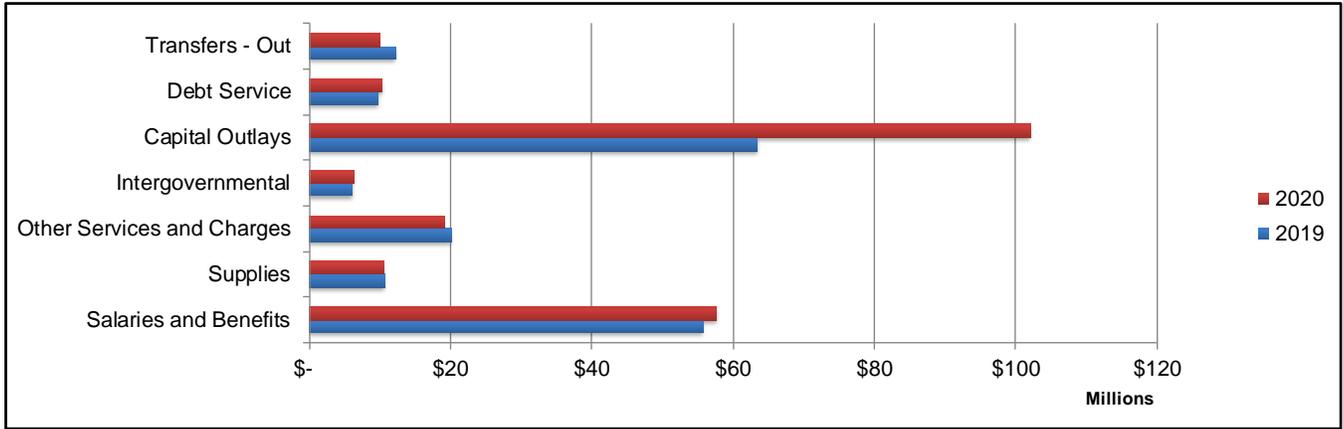
Departments continue to find operating efficiencies in an effort to lower costs for supplies and services. Operations and maintenance costs in the general fund were reduced by 3% across all departments, except for police and fire, which were reduced by 1.5% to help mitigate the challenges with sales tax revenue and the loss of the streamlined sales tax mitigation payments. General cost increases include utility rate increases, equipment rental operating and maintenance costs, insurance, and excise tax.

**Expenditure Summary – All Funds (table is continued on following page)**

<i>Expenditures - All Funds</i>								
Expenditures by Type	Actual			Budget			Percent changes	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 30,018,009	\$ 31,048,648	\$ 31,073,907	\$ 32,045,933	\$ 32,994,100	\$ 33,980,150	3.0%	3.0%
Extra Labor	769,528	773,926	851,995	893,693	891,833	893,697	-0.2%	0.2%
Overtime	1,547,773	1,544,358	1,874,665	1,696,375	1,373,399	1,377,399	-19.0%	0.3%
<b>Total Wages</b>	<b>32,335,311</b>	<b>33,366,932</b>	<b>33,800,566</b>	<b>34,636,001</b>	<b>35,259,332</b>	<b>36,251,246</b>	<b>1.8%</b>	<b>2.8%</b>
FICA	1,960,998	2,017,315	2,095,952	2,119,340	2,405,542	2,394,536	13.5%	-0.5%
LEOFF	941,643	981,616	937,007	1,015,807	988,698	964,616	-2.7%	-2.4%
PERS	1,761,575	1,587,244	2,144,679	2,026,497	2,208,671	2,265,425	9.0%	2.6%
Industrial Insurance	772,308	716,876	784,865	1,066,495	953,324	1,036,430	-10.6%	8.7%
Med,Dntl,Disability,Life	12,532,982	12,901,959	12,576,005	14,739,775	13,886,022	14,788,435	-5.8%	6.5%
Unemployment	43,489	15,077	22,955	19,120	5,600	5,600	-70.7%	0.0%
Clothing Allowance	9,567	10,072	16,767	16,236	13,975	13,975	-13.9%	0.0%
<b>Total Benefits</b>	<b>18,022,562</b>	<b>18,230,160</b>	<b>18,578,229</b>	<b>21,003,270</b>	<b>20,461,833</b>	<b>21,469,016</b>	<b>-2.6%</b>	<b>4.9%</b>
Office Supplies	487,733	633,667	612,208	619,792	519,025	519,025	-16.3%	0.0%
Small Tools & Minor Equip	196,774	622,725	136,957	175,877	562,147	235,715	219.6%	-58.1%
Recreation Prog Supplies	112,235	19,782	29,242	31,800	37,000	37,000	16.4%	0.0%
Fire Supplies	181,558	114,465	148,293	186,977	151,377	151,377	-19.0%	0.0%
Street Maint Supplies	187,099	186,077	158,524	249,300	152,700	155,725	-38.7%	2.0%
Water /sewer/sewage treat.	6,827,018	7,455,172	6,838,109	7,010,000	7,822,250	7,914,000	11.6%	1.2%
Resale items-fuel, other	616,088	661,307	786,404	868,600	855,000	855,000	-1.6%	0.0%
Other	587,677	583,420	513,507	537,185	585,385	568,385	9.0%	-2.9%
<b>Total Supplies</b>	<b>9,196,183</b>	<b>10,276,615</b>	<b>9,223,244</b>	<b>9,679,531</b>	<b>10,684,884</b>	<b>10,436,227</b>	<b>10.4%</b>	<b>-2.3%</b>
Professional Services	6,792,895	6,888,806	10,863,155	13,403,528	8,238,710	7,610,816	-38.5%	-7.6%
Communication	418,291	407,340	485,226	451,041	449,200	449,200	-0.4%	0.0%
Travel	154,048	200,356	188,369	231,420	188,130	188,130	-18.7%	0.0%
Advertising	44,055	50,626	111,065	169,736	166,786	166,786	-1.7%	0.0%
Operating Rents & Leases	314,612	504,280	530,590	503,718	512,230	512,330	1.7%	0.0%
Equipment Replacement	734,384	690,596	1,085,739	684,686	1,202,726	732,637	75.7%	-39.1%
Equip Operations & Maint	1,332,505	1,687,068	1,930,223	1,965,872	2,071,945	2,104,488	5.4%	1.6%
Insurance	963,716	1,018,071	1,178,080	1,111,323	1,153,724	1,207,169	3.8%	4.6%
Utilities	2,017,102	2,082,907	2,205,636	2,161,105	2,246,694	2,320,007	4.0%	3.3%
Repairs and Maintenance	3,575,401	3,505,442	4,604,715	4,681,857	2,319,150	2,283,912	-50.5%	-1.5%
Miscellaneous	870,197	943,907	1,133,418	1,238,938	984,841	986,905	-20.5%	0.2%
Claims & Judgements	160,514	89,100	334,702	382,000	320,000	320,000	-16.2%	0.0%
Credit Card Fees	205,750	225,392	201,392	182,581	188,081	188,081	3.0%	0.0%
Other	8,814	6,396	9,955	6,500	4,250	4,250	-34.6%	0.0%
<b>Total Services</b>	<b>17,592,285</b>	<b>18,300,288</b>	<b>24,862,266</b>	<b>27,174,305</b>	<b>20,046,466</b>	<b>19,074,711</b>	<b>-26.2%</b>	<b>-4.8%</b>
SCORE Jail	1,310,736	1,466,963	1,579,506	1,633,405	1,626,355	1,675,146	-0.4%	3.0%
Valley Communications	1,034,820	1,111,663	1,137,420	1,184,817	1,184,253	1,219,491	0.0%	3.0%
Animal Control	108,136	111,892	55,564	118,852	125,000	131,250	5.2%	5.0%
Excise tax	504,806	516,793	503,729	471,405	491,005	491,005	4.2%	0.0%
Interfund utility taxes	2,205,391	2,319,313	2,358,064	2,265,000	2,373,000	2,412,000	4.8%	1.6%
Other	229,235	242,444	247,090	253,045	252,586	258,945	-0.2%	2.5%
<b>Total Intergovernmental</b>	<b>5,393,124</b>	<b>5,769,068</b>	<b>5,881,374</b>	<b>5,926,524</b>	<b>6,052,199</b>	<b>6,187,837</b>	<b>2.1%</b>	<b>2.2%</b>

<b>Expenditures - All Funds (Continued)</b>								
<b>Expenditures by Type</b>	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
Machinery and Equipment	1,639,009	1,534,451	5,677,128	7,021,225	2,832,500	2,111,800	-59.7%	-25.4%
Capital projects	8,565,711	18,703,921	26,699,439	39,814,000	59,918,647	99,978,129	50.5%	66.9%
Land	-	-	37,291,718	33,011,000	620,000	15,000	-98.1%	-97.6%
<b>Total Capital</b>	<b>10,204,719</b>	<b>20,238,372</b>	<b>69,668,285</b>	<b>79,846,225</b>	<b>63,371,147</b>	<b>102,104,929</b>	<b>-20.6%</b>	<b>61.1%</b>
Principal	3,347,073	6,706,678	5,080,350	6,930,527	5,143,873	4,355,733	-25.8%	-15.3%
Interest	1,371,305	2,827,721	2,783,470	4,143,129	4,638,997	5,954,204	12.0%	28.4%
<b>Total Debt Service</b>	<b>4,718,377</b>	<b>9,534,399</b>	<b>7,863,820</b>	<b>11,073,656</b>	<b>9,782,870</b>	<b>10,309,937</b>	<b>-11.7%</b>	<b>5.4%</b>
Transfers from GF:	1,451,000	2,564,044	1,588,190	3,622,000	2,269,600	1,621,950	-37.3%	-28.5%
Contingency fund	433,682	180,715	92,672	-	58,568	210,000	0.0%	258.6%
Debt service funds	2,874,831	2,773,452	3,378,914	5,848,580	4,099,485	3,718,440	-29.9%	-9.3%
Indirect cost allocation to GF	2,233,476	2,279,058	2,325,643	2,325,643	2,545,644	2,637,287	9.5%	3.6%
Transfers to GF:	-	300,000	1,000,000	6,050,000	200,000	200,000	-96.7%	0.0%
Transfers among other funds	-	1,381,738	15,347,255	11,746,000	2,985,820	1,545,259	-74.6%	-48.2%
Other Items	(991,139)	(4,532,474)	-	-	-	-	0.0%	0.0%
<b>Total Other Expenditures</b>	<b>6,001,851</b>	<b>4,946,533</b>	<b>23,732,674</b>	<b>29,592,223</b>	<b>12,159,117</b>	<b>9,932,936</b>	<b>-58.9%</b>	<b>-18.3%</b>
<b>Total Expenditures</b>	<b>\$ 103,464,412</b>	<b>\$ 120,662,367</b>	<b>\$ 193,610,458</b>	<b>\$ 218,931,735</b>	<b>\$ 177,817,849</b>	<b>\$ 215,766,839</b>	<b>-18.8%</b>	<b>21.3%</b>

### 2019-2020 Expenditure Budget by Type



## GOVERNMENTAL FUNDS

Governmental programs and services, funded largely by taxes but also through fees for service and intergovernmental revenues such as grants and state shared services, include the following activities:

- *Public Safety* – law enforcement, fire and emergency medical services activities, and other emergency services.
- *Physical Environment* – public works activities not chargeable to the enterprise funds.
- *Transportation* – bridges, residential and arterial street maintenance and construction.
- *Economic Environment* – business development, planning and building inspection activities.
- *Culture and Recreation* – parks and recreation activities.
- *General Government* – administration, finance, attorney, human services, and city clerk activities.
- *Judicial* – municipal court activities.

The general fund is the repository for most taxes and unrestricted revenues and has the most spending flexibility. Each year the general fund transfers money to the debt service funds to pay debt service and to the capital projects funds to help pay for park, street and other infrastructure projects.

The City maintains the following governmental funds:

### **General**

General fund  
Contingency fund

### **Special Revenue Funds**

Lodging Tax  
Drug Seizure

### **Debt Service**

Limited Tax General Obligation bonds  
LID #33 bonds and guaranty funds

### **Capital Projects**

Residential streets  
Arterial streets  
Park and land acquisition  
Facilities  
General government  
Fire Improvement  
Public Safety Plan  
Public Works Shops

### **6-Year Financial Plan**

The 6-year financial plan (formerly called Attachment A) models the 6-year forecast on the general fund by incorporating general fund requirements to fund capital projects outlined in the Capital Improvement Program as well as approved and planned debt service. The model fine tunes forecasts for each type of revenue and expenditure, taking into consideration historical trends and economic outlook but does not include immaterial, one-time revenues or expenditures..

The City's **Reserve Policy** is met in the 2019-20 and 2021-22 biennium as well as in 2024, but not in 2023 due to a bridge replacement project scheduled for 2023. This is consistent with 6-year forecasts found in previously adopted budgets. With the flattening of sales tax revenue coupled with the loss of streamlined sales tax mitigation payments beginning in 2020, the budget has been drafted to be very conservative with revenue projections.

All ongoing expenditures and debt service requirements are met without drawing down fund balance. The 6-year financial plan is used for planning purposes only and is updated with each budget cycle. The plan will be adjusted as necessary to ensure the Reserve Policy continues to be met in each year. The Reserve policy, as revised in 2015, requires a general fund minimum fund balance of 18%, as calculated on the prior year ongoing general fund revenue. Also, a new discretionary reserve was added to the policy. Under this section, 10% of one-time revenue realized in the previous year will be set aside as a one-time revenue reserve, to the extent doing so does not negatively impact compliance with the general fund minimum fund balance requirement. Indication of compliance with the new minimum balance reserve requirement and the former requirement is demonstrated in the chart below.

Reserve policy compliance:	PROPOSED BUDGET		PROJECTIONS			
	2019	2020	2021	2022	2023	2024
Minimum fund balance - new policy 18%	Yes	Yes	Yes	Yes	No	Yes
Minimum fund balance - former policy 10%	Yes	Yes	Yes	Yes	Yes	Yes
Contingency reserve fund balance - 10%	Yes	Yes	Yes	Yes	Yes	Yes

The **Transfer In** shown on the 6-year financial plan derives from property sales as well as transfers related to the Public Safety Plan. The *Tukwila Village land* sales and the *motel property land* sale represents the transfer of sale proceeds into the general fund from the Urban Renewal Fund for realized and anticipated sales. Additionally, revenue dedicated to the Public Safety Plan that is accumulated in the Public Safety Plan fund is transferred into the general fund to cover debt service payments associated to Councilmanic debt for the Public Safety Plan.

The chart below shows the revenue and expenditure categories in the model and the percent increase by year.

Revenue Categories	2021	2022	2023	2024	Expenditure Categories	2021	2022	2023	2024
Interfund Utility Taxes	2.50%	2.50%	2.50%	2.50%	Attorney Fees	1.00%	1.00%	1.00%	1.00%
Misc. Revenue	2.00%	2.00%	2.00%	2.00%	Equipment Rental	3.00%	3.00%	3.00%	3.00%
Property Tax Revenue	2.50%	2.50%	2.00%	2.00%	Liability Insurance	5.00%	5.00%	5.00%	5.00%
Admissions Tax	3.00%	3.00%	3.00%	3.00%	Other Taxes	2.00%	2.00%	2.00%	2.00%
Credit Card Fees	5.00%	5.00%	5.00%	5.00%	Services	0.00%	0.00%	0.00%	0.00%
Community Development	3.00%	2.00%	2.00%	2.00%	Utilities	3.00%	3.00%	3.00%	3.00%
EMS levy	2.00%	2.00%	2.00%	2.00%	Fuel	1.00%	1.00%	1.00%	1.00%
State Entitlements	2.00%	2.00%	2.00%	2.00%	Healthcare	5.00%	5.00%	5.00%	5.00%
Fines Levied	1.00%	1.00%	1.00%	1.00%	Indirect Cost Allocation	2.50%	2.50%	2.50%	2.50%
Franchise Fees	2.00%	2.00%	2.00%	2.00%	Pension Costs	3.00%	3.00%	3.00%	3.00%
Gambling Tax	4.00%	4.00%	4.00%	4.00%	Supplies	0.00%	0.00%	0.00%	0.00%
Indirect Cost Allocation	2.50%	2.50%	2.50%	2.50%	Labor	2.50%	2.50%	2.50%	2.50%
Business Licenses	1.00%	1.00%	1.00%	1.00%					
Recreation Fees	2.00%	2.00%	2.00%	2.00%					
Rental Fees	1.50%	1.50%	1.50%	1.50%					
Sales Tax Revenue	2.00%	2.00%	2.00%	2.00%					
Utility Tax	2.00%	2.00%	2.00%	2.00%					
Service Fees	1.00%	1.00%	1.00%	1.00%					

### 6-Year Financial Plan 2019 – 2024 Analysis

General Fund	2016 Actuals	2017 Actuals	2018 Projected VE	2018 Budget	2019 Budget	2020 Budget	2021 Projected	2022 Projected	2023 Projected	2024 Projected	Percent Change (Budgetary Comparison)										
											2016-19	2016-20	2016-21	2016-22	2016-23	2016-24					
<b>Revenues</b>																					
Taxes																					
Sales Tax	18,262,544	18,164,227	19,600,000	19,932,102	19,894,000	20,192,410	20,586,258	21,008,183	21,428,347	21,856,914	-0.2%	1.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
Use Tax	645,646	642,974	644,389	675,000	650,000	690,000	703,900	717,876	732,234	746,878	-3.7%	6.2%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
Total Sales Tax	18,908,190	18,807,201	20,244,389	20,607,102	20,544,000	20,882,410	21,300,058	21,726,059	22,160,581	22,603,792	-0.8%	1.6%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
Property Tax	14,494,747	14,857,787	15,197,455	15,273,302	15,923,442	16,241,911	16,647,959	17,064,158	17,405,441	17,753,550	4.2%	2.0%	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
Business Tax	10,077,315	11,151,949	11,300,368	11,229,927	10,683,200	12,056,610	12,418,002	12,674,156	13,095,732	13,463,270	-5.0%	13.1%	3.0%	2.8%	2.8%	2.6%	2.6%	2.8%	2.8%	2.8%	
Total Taxes	44,071,252	44,816,937	46,742,212	47,116,331	47,130,642	49,182,931	50,366,919	51,554,373	52,861,754	53,820,612	0.0%	4.4%	2.4%	2.4%	2.4%	2.1%	2.2%	2.2%	2.2%	2.2%	
Charges for Services	3,249,784	3,012,296	2,834,061	2,850,080	3,207,207	3,269,207	3,561,939	3,622,852	3,684,871	3,748,018	12.5%	1.9%	9.0%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%	
Other Income	586,017	608,671	666,527	1,045,084	1,050,723	1,080,722	936,727	944,932	840,206	848,813	0.7%	0.9%	-13.3%	0.9%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	
Licenses & Permits	3,938,710	4,506,700	4,800,224	4,304,900	6,488,894	6,808,894	6,920,373	7,011,922	7,104,834	7,199,131	50.8%	4.9%	1.5%	1.5%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	
Transfers In	2,233,476	2,279,058	2,325,643	2,325,643	2,545,645	2,637,288	2,778,611	2,848,076	2,912,278	2,922,260	9.5%	3.6%	5.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	
Intergovernmental Revenue	4,632,424	4,720,198	4,422,687	4,377,985	4,604,600	3,646,567	3,810,329	3,869,810	3,930,461	3,922,366	5.2%	-20.8%	4.5%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	
Fees & Penalties	257,792	270,868	212,102	254,129	270,218	297,178	294,635	297,582	300,557	303,953	6.3%	8.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	
<b>Total Revenues</b>	<b>58,970,455</b>	<b>60,214,816</b>	<b>62,003,456</b>	<b>62,271,342</b>	<b>65,297,929</b>	<b>66,317,327</b>	<b>68,668,633</b>	<b>70,149,547</b>	<b>71,441,981</b>	<b>72,904,763</b>	<b>4.9%</b>	<b>2.5%</b>	<b>2.6%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>1.8%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	
<b>Expenditures</b>																					
Salaries & Benefits	39,154,831	40,228,812	40,956,743	42,943,061	43,158,448	44,434,369	45,669,129	46,946,204	48,263,871	49,623,572	0.5%	3.0%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	
Operations	13,820,491	14,625,214	16,184,309	16,051,952	16,042,232	15,977,770	15,779,391	15,978,600	16,184,865	16,398,357	-0.1%	-2.9%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%	
Transfers Out																					
Debt Service																					
Transfer Out - Fund 209	0	87,448	556,850	672,000	557,700	556,250	553,500	553,600	558,400	557,750	-17.0%	0.1%	-0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.1%	
Transfer Out - Fund 208	0	0	119,513	246,000	402,100	402,100	402,100	402,100	402,100	402,100	63.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Transfer Out - Fund 217	548,675	552,300	549,251	549,250	548,700	546,300	546,300	546,300	546,300	546,300	-0.1%	-0.6%	0.2%	1.0%	1.0%	-1.0%	-100.0%	-100.0%	-100.0%	-100.0%	
Transfer Out - Fund 214	523,593	519,524	519,100	519,100	517,500	515,069	516,637	515,814	514,462	517,683	-0.3%	-0.5%	0.3%	-0.2%	-0.3%	-0.3%	0.6%	0.6%	0.6%	0.6%	
Transfer Out - Fund 219	0	0	0	0	371,875	743,750	1,981,791	2,346,791	2,346,041	2,346,916	100.0%	100.0%	166.5%	18.4%	18.4%	0.0%	0.0%	0.0%	0.0%	0.0%	
Transfer Out - Fund 211	811,100	809,900	809,100	809,100	810,900	810,900	810,900	810,900	810,900	810,900	0.2%	-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Transfer Out - Fund 218	113,130	113,130	113,130	113,130	113,130	113,130	113,130	113,130	113,130	113,130	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-100.0%	-100.0%	-100.0%	-100.0%	
Transfer Out - Fund 200	878,333	691,150	711,970	2,940,000	711,956	709,591	711,577	2,995,144	652,634	649,246	-75.8%	-0.3%	0.3%	320.8%	320.8%	-78.2%	-0.5%	-0.5%	-0.5%	-0.5%	
Total Debt Service	2,773,831	2,773,452	3,378,915	5,846,590	4,033,861	3,587,190	4,623,035	7,843,079	5,383,787	4,838,720	-31.0%	-11.1%	34.5%	62.5%	62.5%	-31.4%	-10.1%	-10.1%	-10.1%	-10.1%	
Other																					
Transfer to Contingency Fund	433,682	180,715	92,672	0	58,568	210,000	0	0	0	0	0.0%	258.6%	-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Transfer to Firemen's Pension	0	0	0	69,041	0	0	0	0	0	0	-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Transfer to Golf Course	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total Other	733,682	480,715	392,672	369,041	358,568	510,000	300,000	300,000	300,000	300,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total Transfers	3,608,513	3,254,167	3,771,567	6,217,621	4,392,429	5,130,000	5,125,035	8,143,079	5,683,787	5,138,720	-29.4%	-6.7%	25.1%	58.9%	58.9%	-30.2%	-9.6%	-9.6%	-9.6%	-9.6%	
<b>Total Expenditures</b>	<b>56,583,834</b>	<b>58,108,183</b>	<b>60,912,639</b>	<b>65,212,634</b>	<b>63,593,109</b>	<b>64,108,329</b>	<b>66,573,465</b>	<b>71,067,883</b>	<b>70,132,523</b>	<b>71,160,649</b>	<b>-2.5%</b>	<b>0.8%</b>	<b>3.8%</b>	<b>6.8%</b>	<b>6.8%</b>	<b>-1.3%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	
<b>Operating Results</b>																					
Net Operating Result	2,386,621	2,106,623	1,090,817	(2,941,292)	1,704,820	2,807,998	2,095,168	(918,336)	1,309,458	1,744,114											
Capital Transfers	798,601	117,679	76,589	30,000	270,000	240,000	0	0	0	0											
Transfer In																					
Transfer from PSP	0	0	1,000,000	0	0	0	970,791	1,956,951	2,346,041	2,346,916	0.0%	0.0%	0.0%	101.6%	101.6%	19.9%	0.0%	0.0%	0.0%		
Transfer from Land Acq. Park	0	300,000	0	6,050,000	200,000	200,000	0	2,250,000	0	0	-96.7%	0.0%	-100.0%	0.0%	0.0%	-100.0%	0.0%	0.0%	0.0%		
Total Transfer In	0	300,000	1,000,000	6,050,000	200,000	200,000	970,791	4,206,951	2,346,041	2,346,916	-96.7%	0.0%	385.4%	333.4%	333.4%	-44.2%	0.0%	0.0%	0.0%		
Transfer Out																					
Transfer to Land Acq. Park	0	122,190	88,190	122,000	19,600	21,950	0	0	0	0	-83.9%	12.0%	-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Transfer to City Facilities	0	141,854	1,000,000	0	0	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Transfer to Arterial Street	751,000	1,800,000	0	3,000,000	450,000	1,000,000	2,500,000	2,000,000	5,000,000	1,500,000	-85.0%	122.2%	150.0%	-20.0%	150.0%	150.0%	-70.0%	-70.0%	-70.0%		
Transfer to Gen Gov'l Imp.	200,000	200,000	200,000	200,000	200,000	200,000	300,000	300,000	300,000	300,000	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Transfer to Residential Street	200,000	200,000	0	0	1,300,000	100,000	300,000	300,000	400,000	400,000	0.0%	-92.3%	200.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%		
Total Transfer Out	1,151,000	2,264,044	1,288,190	3,322,000	1,969,600	1,321,950	3,100,000	2,600,000	5,700,000	2,200,000	-40.7%	-32.9%	134.5%	-16.1%	119.2%	-61.4%	-61.4%	-61.4%	-61.4%		
Net Transfers Out (In)	1,151,000	1,964,044	288,190	(2,728,000)	1,769,600	1,121,950	2,129,209	(1,606,951)	3,353,959	(146,916)	-164.5%	-36.6%	89.8%	-175.5%	-308.7%	-104.4%	-104.4%	-104.4%	-104.4%		
<b>Total Capital Outflows (Inflows)</b>	<b>1,949,601</b>	<b>2,081,723</b>	<b>364,779</b>	<b>(2,698,000)</b>	<b>2,039,600</b>	<b>1,361,950</b>	<b>2,129,209</b>	<b>(1,606,951)</b>	<b>3,353,959</b>	<b>(146,916)</b>	<b>-175.8%</b>	<b>-33.2%</b>	<b>56.3%</b>	<b>-175.5%</b>	<b>-308.7%</b>	<b>-104.4%</b>	<b>-104.4%</b>	<b>-104.4%</b>	<b>-104.4%</b>		
<b>Fund Balance</b>																					
Starting Fund Balance	11,402,617	11,845,854	11,864,536	11,864,536	12,590,574	12,255,794	13,701,842	13,													



**Debt Service 2019-2024.** This chart displays the general fund contribution to debt service for existing debt, planned debt and proposed debt over the 6-year projection period. The totals in the chart represent debt service payments; the totals do not take into consideration other revenue sources that offset the general fund obligation.

Use of Debt Proceeds	BUDGET		PROJECTIONS				TOTAL		
	2019	2020	2021	2022	2023	2024	2019-2024		
<b>EXISTING DEBT:</b>									
LTGO 2008 Refunding	City Hall Annex, 6300 bldg, and Urban revitalization - Tukwila Village	\$ 810,900	\$ -	\$ -		\$ -	\$ 810,900		
	City Hall Annex, 6300 bldg	364,905	-	-	-	-	364,905		
	Tukwila Village	445,995	-	-	-	-	445,995		
SCORE 2009	South County Correctional Entity, SCORE Jail facility	427,869	426,239	427,532	427,379	426,885	426,356	2,562,260	
	Scheduled debt service	427,869	426,239	427,532	427,379	426,885	426,389	2,562,293	
	Estimated contribution by SCORE	(427,869)	(426,239)	(427,532)	(427,379)	(426,885)	(426,389)	(2,562,293)	
LTGO 2010	Southcenter Parkway Extension, emergency management	567,307	558,182	552,520	543,175	533,018	527,050	3,281,252	
	Southcenter Pkwy Extension	416,120	409,426	405,273	398,419	390,969	386,591	2,406,798	
	Emergency Management	151,187	148,756	147,247	144,756	142,049	140,459	874,454	
	Tax Credit	(49,807)	(43,114)	(35,882)	(27,361)	(18,556)	(9,468)	(184,188)	
LTGO 2011 Refunding	Arterial street portion of 2003 bond -- South Park bridge, Fort Dent, Tukwila Pool transaction	548,700	545,300	546,300	551,500	545,900	-	2,737,700	
LTGO 2012	Tukwila Metropolitan Park District	113,130	113,130	113,130	113,130	-	-	452,520	
	Received from Tukwila Pool MPD	(113,130)	(113,130)	(113,130)	(113,130)	-	-	(452,520)	
LTGO 2014	Urban Renewal Bonds	260,455	260,290	260,074	260,589	260,159	259,871	1,561,438	
LTGO 2015	Interurban/Boeing Access Rd Brdg	392,325	390,125	387,775	390,275	392,475	389,375	2,342,350	
	Interurban	227,549	226,273	224,910	226,360	227,636	225,838	1,358,563	
	Boeing Access Road Bridge	164,777	163,853	162,866	163,916	164,840	163,538	983,787	
LTGO 2017	42nd and 53rd Sidewalks	557,700	558,250	553,500	553,600	558,400	557,750	3,339,200	
LTGO 2017 Refunding	Urban Renewal - Refunded Line-of-Credit	59,176	59,176	63,728	2,344,280	-	-	2,526,360	
LTGO 2018	PSP - PW Shops	402,100	402,100	402,100	767,100	766,350	767,225	3,506,975	
Existing debt		\$ 4,139,662	\$ 3,312,792	\$ 3,306,659	\$ 5,951,028	\$ 3,483,187	\$ 2,927,627	\$ 23,120,955	
<b>PROPOSED DEBT:</b>									
LTGO 2017	Residential Street	25,000,000	545,276	1,547,950	1,300,922	1,300,922	1,300,922	1,300,922	7,296,914
	Justice Center/Fire	17,500,000	381,693	1,083,565	910,645	910,645	910,645	910,645	5,107,840
	PW Shops	7,500,000	163,583	464,385	390,277	390,277	390,277	390,277	2,189,074
	PSP Dedicated Revenue		-	-	(970,791)	(1,956,951)	(2,346,041)	(2,346,916)	
	Utility Funds Contribution	3,750,000	(81,791)	(232,193)	(195,138)	(195,138)	(195,138)	(195,138)	(1,094,537)
Planned debt		\$53,779,493	\$ 545,276	\$ 1,547,950	\$ 1,300,922	\$ 1,300,922	\$ 1,300,922	\$ 1,300,922	\$ 7,296,914
<b>TOTAL Estimate / Projections</b>		<b>\$ 4,684,938</b>	<b>\$ 4,860,742</b>	<b>\$ 4,607,581</b>	<b>\$ 7,251,950</b>	<b>\$ 4,784,109</b>	<b>\$ 4,228,549</b>	<b>\$ 30,417,869</b>	

A summary of governmental fund balances included in the 6-Year Financial Plan are as follows:

FUNDS INCLUDED IN 6-YEAR PLAN	ACTUAL		PROJECTED	BUDGET	PROPOSED BUDGET		FORECAST			
	2016	2017	2018	2018	2019	2020	2021	2022	2023	2024
000 General Fund	11,839,636	11,864,536	12,140,576	11,621,244	12,255,794	13,701,842	13,667,801	14,356,416	12,311,915	14,202,944
103 Residential Street	658,933	6,176,420	2,826,621	887,431	212,621	222,621	142,621	62,621	82,621	102,621
104 Arterial Street	3,999,376	3,436,438	3,621,320	533,126	1,586,266	297,884	608,973	411,702	732,387	588,609
301 Land, Park Acquisition	3,352,113	4,067,756	1,019,476	303,643	542,796	609,196	624,196	639,196	654,196	669,196
302 Urban Renewal	2,547,041	2,205,169	2,213,064	225,906	1,988,064	1,783,064	1,793,064	1,803,064	1,813,064	1,823,064
303 General government	391,904	368,802	337,761	149,962	185,167	27,652	28,957	31,156	34,347	38,638
304 Fire Improvement	736,518	7,210	7,412	727,831	7,512	7,612	7,712	7,812	7,912	8,012
305 Public Safety Buildings	36,513,127	36,724,918	13,038,491	129,000	39,556,259	2,211,822	3,145,401	6,704,925	4,951,404	3,147,147
306 Public Works Shops	-	-	1,914,000	-	21,041,000	4,785,000	-	-	-	-
<b>Total General government</b>	<b>60,038,648</b>	<b>64,851,249</b>	<b>37,118,721</b>	<b>14,578,143</b>	<b>77,375,479</b>	<b>23,646,693</b>	<b>20,018,725</b>	<b>24,016,892</b>	<b>20,587,846</b>	<b>20,580,231</b>
105 Contingency Reserve	6,050,624	6,277,075	6,447,329	5,894,563	6,595,897	6,895,897	6,895,897	6,895,897	6,895,897	6,895,897
<b>Total Governmental Funds</b>	<b>66,089,272</b>	<b>71,128,324</b>	<b>43,566,050</b>	<b>20,472,706</b>	<b>83,971,376</b>	<b>30,542,590</b>	<b>26,914,622</b>	<b>30,912,789</b>	<b>27,483,743</b>	<b>27,476,128</b>

**General Fund - Revenue, Expenditures, and Fund Balance**

	Actual			Budget			Percent Change			
			Projected	Adopted	Proposed	Proposed	Actual		Budget	
	2016	2017	2018	2018	2019	2020	2016-17	2017-18	2018-19	2019-20
<b>Revenue</b>										
<i>General Revenue</i>										
Property Taxes	\$ 14,494,747	\$ 14,857,787	\$ 15,197,455	\$ 15,279,302	\$ 15,923,442	\$ 16,241,911	2.5%	2.3%	4.2%	2.0%
Retail Sales Tax	18,262,544	18,164,227	19,600,000	19,932,102	19,894,000	20,192,410	-0.5%	7.9%	-0.2%	1.5%
Use Tax	645,646	642,974	644,389	675,000	650,000	690,000	-0.4%	0.2%	-3.7%	6.2%
Admissions Tax	692,417	726,207	997,047	774,000	850,000	870,000	4.9%	37.3%	9.8%	2.4%
Utility Taxes	4,045,916	4,175,013	4,010,877	4,205,513	4,238,200	4,374,610	3.2%	-3.9%	0.8%	3.2%
Interfund Utility Tax	2,146,515	2,265,747	2,180,154	2,205,000	2,373,000	2,412,000	5.6%	-3.8%	7.6%	1.6%
Gambling/Excise Taxes	3,789,467	3,984,983	4,112,291	4,045,414	4,426,000	4,426,000	5.2%	3.2%	9.4%	0.0%
<b>Total General Revenue</b>	<b>44,077,252</b>	<b>44,816,937</b>	<b>46,742,212</b>	<b>47,116,331</b>	<b>48,354,643</b>	<b>49,206,931</b>	<b>1.7%</b>	<b>4.3%</b>	<b>2.6%</b>	<b>1.8%</b>
<i>Licenses and Permits</i>										
Business Licenses & Permits	2,604,857	2,549,626	2,953,850	2,809,790	3,547,400	4,612,400	-2.1%	15.9%	26.3%	30.0%
Rental Housing License	45,590	42,300	48,934	49,000	45,000	45,000	-7.2%	15.7%	-8.2%	0.0%
Building Permits and Fees	1,288,263	1,914,864	1,797,440	1,445,300	2,122,494	2,127,494	48.6%	-6.1%	46.9%	0.2%
<b>Total Licenses and Permits</b>	<b>3,938,710</b>	<b>4,506,790</b>	<b>4,800,224</b>	<b>4,304,090</b>	<b>5,714,894</b>	<b>6,784,894</b>	<b>14.4%</b>	<b>6.5%</b>	<b>32.8%</b>	<b>18.7%</b>
<i>Intergovernmental Revenue</i>										
Sales Tax Mitigation	1,122,040	1,099,090	1,099,903	1,140,000	840,000	-	-2.0%	0.1%	-26.3%	-100.0%
Seattle City Light Agreement	2,092,581	2,263,539	2,266,540	2,200,000	2,400,000	2,470,000	8.2%	0.1%	9.1%	2.9%
EMS, VNet	-	-	-	-	-	-	-	-	-	-
State Entitlements	373,461	384,458	410,330	425,403	405,250	446,250	2.9%	6.7%	-4.7%	10.1%
Grants	910,601	943,170	615,321	643,382	959,350	730,317	3.6%	-34.8%	49.1%	-23.9%
<b>Total Intergov't Revenue</b>	<b>4,498,683</b>	<b>4,690,257</b>	<b>4,392,094</b>	<b>4,408,785</b>	<b>4,604,600</b>	<b>3,646,567</b>	<b>4.3%</b>	<b>-6.4%</b>	<b>4.4%</b>	<b>-20.8%</b>
<i>Charges for Services</i>										
General Government	41,945	48,628	30,230	35,265	56,532	58,532	15.9%	-37.8%	60.3%	3.5%
Security	1,296,031	1,161,666	876,066	1,214,225	1,322,000	1,362,000	-10.4%	-24.6%	8.9%	3.0%
Transportation	50,358	(5,663)	36,703	109,000	79,000	79,000	-111.2%	-748.2%	-27.5%	0.0%
Plan Check and Review Fees	807,276	862,500	999,869	905,090	1,148,675	1,168,675	6.8%	15.9%	26.9%	1.7%
Culture and Rec Fees	600,810	512,709	545,206	626,500	601,000	601,000	-14.7%	6.3%	-4.1%	0.0%
<b>Total Charges for Services</b>	<b>2,796,419</b>	<b>2,579,840</b>	<b>2,488,075</b>	<b>2,890,080</b>	<b>3,207,207</b>	<b>3,269,207</b>	<b>-7.7%</b>	<b>-3.6%</b>	<b>11.0%</b>	<b>1.9%</b>
<i>Fines and Penalties</i>	257,279	270,866	212,102	254,129	270,218	291,718	5.3%	-21.7%	6.3%	8.0%
<i>Miscellaneous Revenue</i>	1,168,637	1,076,844	1,043,106	1,074,964	1,083,886	1,231,388	-7.9%	-3.1%	0.8%	13.6%
<i>Indirect cost allocation</i>	2,233,476	2,279,058	3,325,643	2,325,643	2,545,645	2,637,288	2.0%	45.9%	9.5%	3.6%
<b>Ongoing Revenue</b>	<b>58,970,455</b>	<b>60,220,592</b>	<b>63,003,457</b>	<b>62,374,022</b>	<b>65,781,093</b>	<b>67,067,993</b>	<b>2.1%</b>	<b>4.6%</b>	<b>5.5%</b>	<b>2.0%</b>
Tnsfr Tukwila Village land sale	-	300,000	-	6,050,000	200,000	200,000	-100.0%	-96.7%	0.0%	0.0%
<b>Total Revenue</b>	<b>58,970,455</b>	<b>60,520,592</b>	<b>63,003,457</b>	<b>68,424,022</b>	<b>65,981,093</b>	<b>67,267,993</b>	<b>2.6%</b>	<b>4.1%</b>	<b>-3.6%</b>	<b>2.0%</b>
<b>Expenditures</b>										
City Council	327,433	356,375	417,833	430,319	432,111	438,025	8.8%	17.2%	0.4%	1.4%
Mayor's Office	2,621,157	2,505,741	2,522,972	2,679,540	2,595,513	2,644,637	-4.4%	0.7%	-3.1%	1.9%
Administrative Services	1,889,669	1,966,773	1,964,382	2,192,194	2,111,509	2,178,952	4.1%	-0.1%	-3.7%	3.2%
Finance	2,137,628	2,408,087	2,597,954	2,733,016	2,671,196	2,747,184	12.7%	7.9%	-2.3%	2.8%
Legal	530,725	664,913	1,121,964	983,185	710,730	710,730	25.3%	68.7%	-27.7%	0.0%
Recreation	2,937,733	3,048,616	3,203,417	3,282,244	3,294,137	3,255,347	3.8%	5.1%	0.4%	-1.2%
Parks Maintenance	1,454,172	1,351,422	1,501,070	1,572,214	1,630,588	1,651,910	-7.1%	11.1%	3.7%	1.3%
Community Development	3,209,879	3,283,547	3,361,316	3,671,160	3,511,557	3,600,417	2.3%	2.4%	-4.3%	2.5%
Court	1,155,400	1,233,173	1,286,104	1,295,812	1,298,227	1,326,166	6.7%	4.3%	0.2%	2.2%
Police	17,855,697	17,481,118	18,426,812	18,726,049	19,427,613	19,715,917	-2.1%	5.4%	3.7%	1.5%
Fire	11,554,341	12,066,979	12,295,527	12,541,640	12,473,387	12,762,388	4.4%	1.9%	-0.5%	2.3%
Information Technology	1,515,809	1,994,956	2,040,976	2,063,671	2,043,933	2,094,564	31.6%	2.3%	-1.0%	2.5%
Public Works	3,686,312	3,578,462	3,463,392	3,876,047	3,948,612	4,027,859	-2.9%	-3.2%	1.9%	2.0%
PW Street Maintenance	2,897,968	3,037,318	3,013,921	3,149,643	3,354,733	3,248,710	4.8%	-0.8%	6.5%	-3.2%
<b>Total Department Expenditures</b>	<b>53,773,922</b>	<b>54,977,481</b>	<b>57,217,641</b>	<b>59,196,734</b>	<b>59,503,846</b>	<b>60,402,805</b>	<b>2.2%</b>	<b>4.1%</b>	<b>0.5%</b>	<b>1.5%</b>
Transfers - Debt Service	2,874,831	2,773,452	3,378,914	5,848,580	4,033,861	3,587,190	-3.5%	21.8%	-31.0%	-11.1%
Transfers - Capital, Other	1,451,000	2,564,044	1,588,190	3,622,000	2,269,600	1,621,950	76.7%	-38.1%	-37.3%	-28.5%
Transfers - Contingency	433,682	180,715	92,672	-	58,568	210,000	-58.3%	-48.7%	-	258.6%
<b>Total Transfers</b>	<b>4,759,513</b>	<b>5,518,211</b>	<b>5,059,772</b>	<b>9,470,580</b>	<b>6,362,029</b>	<b>5,419,140</b>	<b>15.9%</b>	<b>-8.3%</b>	<b>-32.8%</b>	<b>-14.8%</b>
<b>Total Expenditures</b>	<b>58,533,436</b>	<b>60,495,692</b>	<b>62,277,417</b>	<b>68,667,314</b>	<b>65,865,875</b>	<b>65,821,945</b>	<b>3.4%</b>	<b>2.9%</b>	<b>-4.1%</b>	<b>-0.1%</b>
<b>Change in Fund Balance</b>	437,019	24,900	726,040	(243,292)	115,218	1,446,048	-94.3%	2815.9%	-147.4%	1155.1%
Beginning Fund Balance	11,402,617	11,839,636	11,864,536	11,864,536	12,590,576	12,705,794	3.8%	0.2%	6.1%	0.9%
<b>*Ending Fund Balance</b>	<b>\$ 11,839,636</b>	<b>\$ 11,864,536</b>	<b>\$ 12,590,576</b>	<b>\$ 11,621,244</b>	<b>\$ 12,705,794</b>	<b>\$ 14,151,842</b>	<b>0.2%</b>	<b>6.1%</b>	<b>9.3%</b>	<b>11.4%</b>
*Reserve Policy: 18% of previous year ongoing revenue		\$ 10,614,682	\$ 10,839,707	\$ 10,839,707	\$ 11,340,622	\$ 11,840,597				

**GENERAL FUND MAJOR REVENUE SOURCES**

**Sales and Use Tax (RCW 82.14)**

The City receives sales tax revenue from three sources. The main source of sales tax, \$19.9 million in 2019 and \$20.2 million in 2020, is the City-imposed 0.85% on retail sales. The City receives less than 9% of the sales tax generated within Tukwila. The remaining 91% is distributed to other government entities and supports transit and other public agencies. The City does receive a portion of the sales tax collected by King County for criminal justice. This is a 0.1% voter- approved sales tax in King County and is collected countywide and distributed to all cities on a per capita basis. In the 2019-2020 biennium, the City anticipates receiving \$550 thousand in 2019 and \$600 thousand in 2020. The third source of sales tax is collected from the sale of brokered natural gas. These three components of sales and use tax revenue account for 31.2% in 2019 and 31.1% in 2020 of the City’s General Fund ongoing revenue, making sales tax the largest revenue source for the General Fund.

**Detail of Sales and Use Tax Budget**

	<b>2019</b>	<b>2020</b>
Local Retail Sales & Use Tax	\$19,894,000	\$20,192,410
Criminal Justice	550,000	600,000
Natural Gas Use Tax	100,000	90,000
<b>Total Sales and Use Tax</b>	<b>\$20,544,000</b>	<b>\$20,882,410</b>

The total sales tax rate in the City of Tukwila is 10.0% on retail goods, with an additional 0.3% on car sales to help pay for statewide transportation improvements. The chart below summarizes how the 10.0% tax collected is divided between various governmental entities.

**Sales Tax Distribution by Government Entity**

	<b>Percent</b>	<b>Percent of Total</b>
Washington State	6.50%	65.00%
<b>City of Tukwila</b>	<b>0.85%</b>	<b>8.50%</b>
King County	0.25%	2.50%
King County Criminal Justice	0.10%	1.00%
Regional Transit Authority	1.40%	14.00%
King County Transp. Benefit Area	0.90%	9.00%
<b>Total Sales Tax on \$100 of Goods</b>	<b>10.00%</b>	<b>100.00%</b>

From 2006 to 2007, the City’s sales tax collection grew 10%. 2008 was the first year to see a decline in sales tax from the previous year (12%) due to the Great Recession and State implementation of the streamlined sales tax, a destination-based sales tax model. The City is assuming a 1.5% average increase in sales tax growth for 2019 over the 2018 projected revenues and 1.5% increase for 2020 over the 2019 budget.

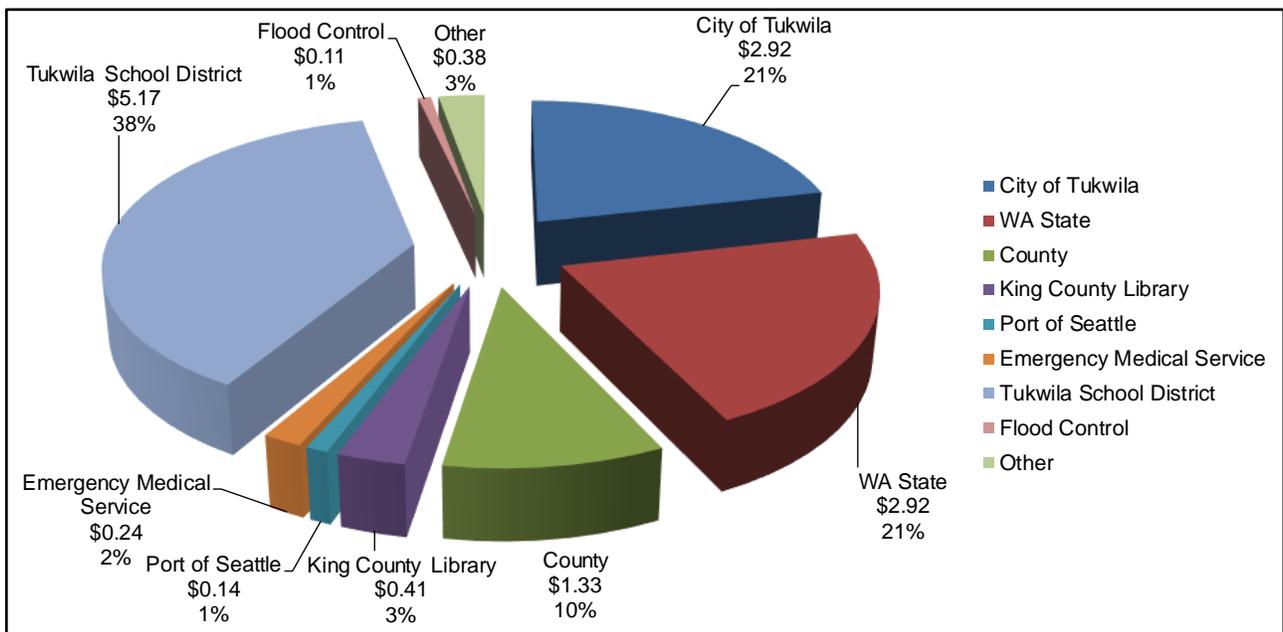
### Property Tax (RCW 84.52)

Property tax revenue is the City’s second largest revenue source at \$15.7 million in 2019 and \$16.0 million in 2020, or 24.2% of the total general fund ongoing revenue in 2019 and 24.2% in 2020. It is used for general governmental operations including Police, Fire, Public Works, Parks, and administrative support. The City receives 21.4% of the property taxes paid by Tukwila property owners. Property tax revenue is anticipated to increase in 2019 by 2.6% over the 2018 budget.

2018 Property Tax Levy Rate per \$1,000 Assessed Valuation		
Government Agency	Rate	Percent of Total
City of Tukwila	\$2.92	21.4%
WA State	\$2.92	21.4%
County	\$1.33	9.8%
King County Library	\$0.41	3.0%
Port of Seattle	\$0.14	1.0%
Emergency Medical Service	\$0.24	1.8%
Tukwila School District	\$5.17	38.0%
Flood Control	\$0.11	0.8%
Other	\$0.38	2.8%
<b>Total</b>	<b>\$13.61</b>	<b>100%</b>

The City of Tukwila will levy a tax rate of approximately \$2.39 per \$1,000 assessed value for 2019. The City receives less than a quarter of the property taxes paid in Tukwila. While there are six school districts that operate within the borders of the City, most of the parcels in the City are in the Tukwila School District. Almost 70% of property taxes goes to the Tukwila School District, King County, and the State of Washington, with the remainder going to smaller taxing districts such as the Port of Seattle, Emergency Medical Services, etc. Property taxes are distributed to the following jurisdictions:

### Property Tax by Jurisdiction



**Utility Tax (RCW 82.16)**

The City implemented a 6% solid waste tax and 10% interfund utility tax in 2009 (originally 15%, reduced to 10% in 2010) which has since become the City’s third largest tax revenue source at \$6.6 million in 2019, and \$6.8 million in 2020. This represents more than 10% of the City’s total ongoing revenue that support the general fund in both 2019 and 2020. The City of Tukwila has a 6% utility tax on cable, electricity, telephones, cellular phones, natural gas, and garbage. The interfund utility tax was set to expire at the end of 2015 but was extended through 2021 at the same rate.

**Details of Utility Tax Budget**

	<b>2019</b>	<b>2020</b>
Electric	\$ 1,600,000	\$ 1,664,000
Gas	550,000	575,000
Solid Waste/Recycling	478,200	502,110
Cable	260,000	270,000
Telephone	1,350,000	1,363,500
Utility Taxes	4,238,200	4,374,610
Interfund Utilities	2,373,000	2,412,000
<b>Total Utility Taxes</b>	<b>\$ 6,611,200</b>	<b>\$ 6,786,610</b>

**Increases to Existing Revenue Sources**

Due to the flattening of local retail sales tax revenue and the loss of the streamlined mitigation payments from the State, the City increased the gambling tax on card rooms by 1%, which will add approximately \$350 thousand in new revenue. Additionally, the City also increased the business license fee. The increase in business license fee is projected to bring in an additional \$750 thousand in 2019 and \$1.5 million in 2020 in revenue. The combined increases in revenue will help mitigate the impacts from flattening sales tax and streamlined sales tax revenue changes.

**Other Revenues**

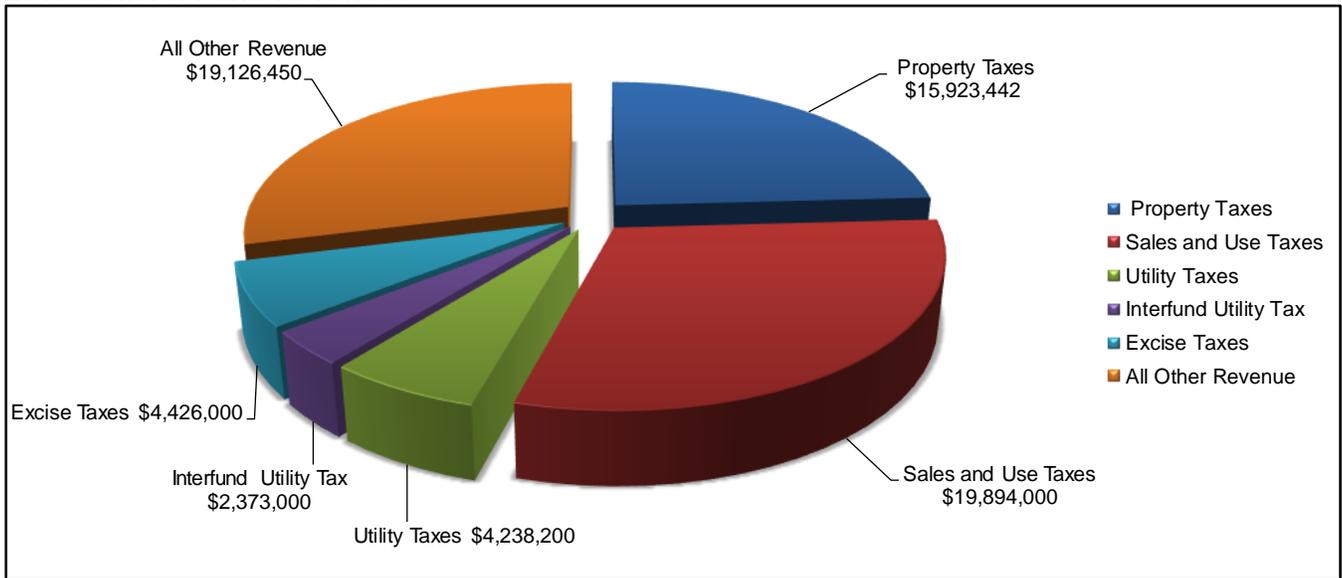
In addition to the three major revenue sources and other ongoing general fund revenue, the 2019-2020 biennial budget also includes one-time revenue of \$200 thousand in 2019 and \$200 thousand in 2020 to pay for the replacement of Knox boxes throughout the City. Funds were received in the previous biennium from the sale of land.

### 2019-2020 GENERAL FUND REVENUE

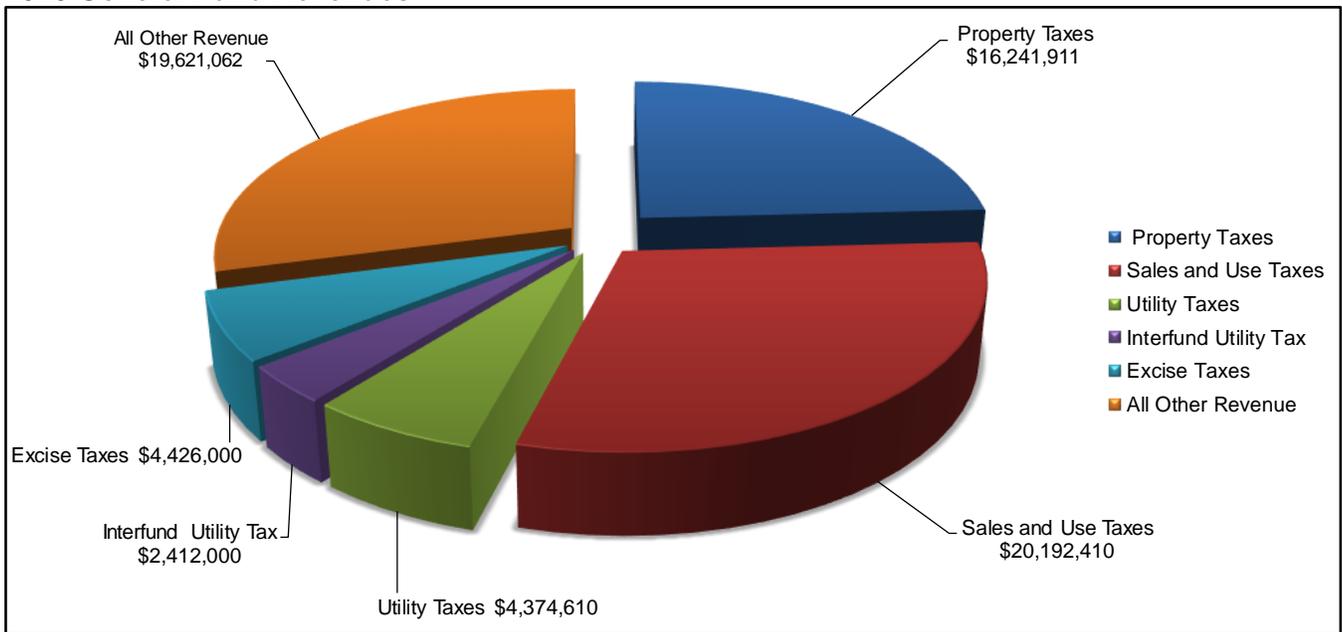
General fund revenue for 2019 and 2020, excluding fund balances, is \$65.0 million and \$66.3 million; a 4.4% decrease in 2019 from the 2018 Budget and an 1.9% increase in 2020 over the 2019 proposed budget.

General Fund Revenues										
General Fund Revenues	Actual			Budget			Percent change			
	2016	2017	Projected	2018	2019	2020	Actual		Budget	
			2018				2016-17	2017-18	2018-19	2019-20
Property Taxes	\$ 14,494,747	\$ 14,857,787	\$ 15,197,455	\$ 15,279,302	\$ 15,923,442	\$ 16,241,911	2.5%	2.3%	4.2%	2.0%
Retail Sales Tax	18,262,544	18,164,227	19,600,000	19,932,102	19,894,000	20,192,410	-0.5%	7.9%	-0.2%	1.5%
Use Taxes	645,646	642,974	644,389	675,000	650,000	690,000	-0.4%	0.2%	-3.7%	6.2%
Admissions Tax	692,417	726,207	997,047	774,000	850,000	870,000	4.9%	37.3%	9.8%	2.4%
Utility Taxes	4,045,916	4,175,013	4,109,449	4,205,513	4,238,200	4,374,610	3.2%	-1.6%	0.8%	3.2%
Interfund Utility Tax	2,146,515	2,265,747	2,180,154	2,205,000	2,373,000	2,412,000	5.6%	-3.8%	7.6%	1.6%
Gambling/Excise Taxes	3,789,467	3,984,983	4,013,718	4,045,414	4,426,000	4,426,000	5.2%	0.7%	9.4%	0.0%
<b>Total Taxes</b>	<b>44,077,252</b>	<b>44,816,937</b>	<b>46,742,212</b>	<b>47,116,331</b>	<b>48,354,643</b>	<b>49,206,931</b>	<b>1.7%</b>	<b>4.3%</b>	<b>2.6%</b>	<b>1.8%</b>
Business Licenses & Permits	2,604,857	2,549,626	2,953,850	2,809,790	3,547,400	4,612,400	-2.1%	15.9%	26.3%	30.0%
Rental Housing License	45,590	42,300	48,934	49,000	45,000	45,000	-7.2%	15.7%	-8.2%	0.0%
Building Permits and Fees	1,288,263	1,914,864	1,797,440	1,445,300	2,122,494	2,127,494	48.6%	-6.1%	46.9%	0.2%
<b>Total Licenses &amp; Permits</b>	<b>3,938,710</b>	<b>4,506,790</b>	<b>4,800,224</b>	<b>4,304,090</b>	<b>5,714,894</b>	<b>6,784,894</b>	<b>14.4%</b>	<b>6.5%</b>	<b>32.8%</b>	<b>18.7%</b>
Sales Tax Mitigation	1,122,040	1,099,090	1,099,903	1,140,000	840,000	-	-2.0%	0.1%	-26.3%	0.0%
Seattle City Light Franchise	2,092,581	2,263,539	2,266,540	2,200,000	2,400,000	2,470,000	8.2%	0.1%	9.1%	2.9%
EMS, VNnt	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%
State Entitlements	373,461	384,458	410,330	425,403	405,250	446,250	2.9%	6.7%	-4.7%	10.1%
Grants	910,601	943,170	615,321	643,382	959,350	730,317	3.6%	-34.8%	49.1%	-23.9%
<b>Total Intergovernmental</b>	<b>4,498,683</b>	<b>4,690,257</b>	<b>4,392,094</b>	<b>4,408,785</b>	<b>4,604,600</b>	<b>3,646,567</b>	<b>4.3%</b>	<b>-6.4%</b>	<b>4.4%</b>	<b>-20.8%</b>
General Government	41,945	48,628	30,230	35,265	56,532	58,532	15.9%	-37.8%	60.3%	3.5%
Security	1,296,031	1,161,666	876,066	1,214,225	1,322,000	1,362,000	-10.4%	-24.6%	8.9%	3.0%
Transportation	50,358	(5,663)	36,703	109,000	79,000	79,000	-111.2%	-748.2%	-27.5%	0.0%
Plan Check & Review Fees	807,276	862,500	999,869	905,090	1,148,675	1,168,675	6.8%	15.9%	26.9%	1.7%
Culture and Rec Fees	600,810	512,709	545,206	626,500	601,000	601,000	-14.7%	6.3%	-4.1%	0.0%
<b>Total Charges for Services</b>	<b>2,796,419</b>	<b>2,579,840</b>	<b>2,488,075</b>	<b>2,890,080</b>	<b>3,207,207</b>	<b>3,269,207</b>	<b>-7.7%</b>	<b>-3.6%</b>	<b>11.0%</b>	<b>1.9%</b>
<b>Total Fines and Penalties</b>	<b>257,279</b>	<b>270,866</b>	<b>212,102</b>	<b>254,129</b>	<b>270,218</b>	<b>291,718</b>	<b>5.3%</b>	<b>-21.7%</b>	<b>6.3%</b>	<b>8.0%</b>
<b>Total Miscellaneous</b>	<b>1,168,637</b>	<b>1,076,845</b>	<b>1,043,106</b>	<b>1,074,964</b>	<b>1,083,886</b>	<b>1,231,388</b>	<b>-7.9%</b>	<b>-3.1%</b>	<b>0.8%</b>	<b>13.6%</b>
Indirect Cost Allocation	2,233,476	2,279,058	2,325,643	2,325,643	2,545,645	2,637,288	2.0%	2.0%	9.5%	3.6%
<b>Total Ongoing Revenue</b>	<b>58,970,455</b>	<b>60,220,593</b>	<b>62,003,457</b>	<b>62,374,022</b>	<b>65,781,093</b>	<b>67,067,993</b>	<b>2.1%</b>	<b>3.0%</b>	<b>5.5%</b>	<b>2.0%</b>
Transfer in from Fund 302	-	300,000	-	6,050,000	200,000	200,000	0.0%	0.0%	-96.7%	0.0%
Transfer in from Fund 306	-	-	1,000,000	-	-	-	0.0%	0.0%	0.0%	0.0%
<b>Total One-Time Revenue</b>	<b>-</b>	<b>300,000</b>	<b>1,000,000</b>	<b>6,050,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0.0%</b>	<b>233.3%</b>	<b>-96.7%</b>	<b>0.0%</b>
<b>Total Revenue</b>	<b>\$ 58,970,455</b>	<b>\$ 60,520,593</b>	<b>\$ 63,003,457</b>	<b>\$ 68,424,022</b>	<b>\$ 65,981,093</b>	<b>\$ 67,267,993</b>	<b>2.6%</b>	<b>4.1%</b>	<b>-3.6%</b>	<b>2.0%</b>

### 2019 General Fund Revenues



### 2020 General Fund Revenues



## GENERAL FUND MAJOR EXPENDITURES

The budget for each department within the General Fund has been developed in support of the City's strategic goals. Most department budgets were held 3% ongoing reduction in operating costs; Police and Fire were held to a 1.5% reduction. The reductions were one way the City chose to align ongoing revenues with ongoing expenditures. Department budgets were adjusted to account for changes in salaries and benefits, utilities, interlocal agreements such as with Valley Communications and SCORE jail, excise taxes, insurance premiums and claims. The major initiative for the 2019 - 2020 is the implementation of Priority-Based Budgeting (PBB). Departments began the process of implementing PBB in the fall of 2017 and by the end of 2018, departments had developed a complete program inventory, allocated 2019 and 2020 budgets to the programs, and scored the programs. The implementation of PBB will be continued in the 2019 – 2020 biennium as departments identify performance measures to benchmark how programs are accomplishing the City's strategic goals. Programs budgets will also be developed for other funds including capital projects and enterprise funds.

The budget continues to fund all existing positions. However, it should be noted that when a position becomes vacant, a review is conducted and the position may be reallocated to a different department or function if it is determined that the needs are greater elsewhere. All contractual obligations have been funded, as well as step increases and COLAs. Healthcare premiums for active employees have been increased by 5% in both 2019 and 2020; funding for the LEOFF 1 retiree healthcare plan continues at the same rate as the 2017 - 2018 biennium. The 2018 ending fund balance for the LEOFF 1 retiree healthcare plan is projected to be more than \$500 thousand, which is significantly higher than the \$157 thousand IBNR (incurred but not reported) reserve mandated by law.

Funding for capital projects totals \$2.3 million in 2019 and \$1.6 million in 2020, while contribution to the debt service funds total \$4.0 million and \$3.6 million in 2019 and 2020. Additional transfers out of the general fund include \$300 thousand to support the Foster Golf Course operations and a transfer of \$59 thousand in 2019 and \$210 thousand in 2020 to the Contingency Fund, to achieve of the City's reserve policy.

### General Fund Budget Change Discussion

**Wages and Benefits:** Salaries show a 2.8% increase in 2019 over 2018 budget and a 3.1% increase in 2020 over 2019 budget. A 3.0% and 2.5% COLA has been factored in for 2019 and 2020 respectively as well as step increases for those positions not currently at the top step.

Extra labor increased 1.1% in 2019 over 2018 budget reflecting costs associated with a new grant-funded part-time position in Community Development.

Benefits were increased accordingly. Rates for the retirement programs the City participates in are as follows: PERS 12.83%, PSERS 12.00%, and LEOFF II 5.47%. Healthcare costs reflect a 5% increase each year and workers' compensation increased 10% each year.

**Supplies:** Supplies includes office and program related supplies as well as small tools and equipment. Overall, supplies decreased 3.9% in 2019 below 2018 budget and an additional decrease of 3.5% in 2020 below the 2019 budget. The proposed Public Safety Plan bond measure includes life-cycle replacement costs for fire department supplies including bunker gear and thermal imaging cameras. Because of the bond measure, the costs for these items are not included in the proposed General Fund budget.

**Services:** The City continues to look for cost savings where possible. Due to a reduction in professional services, as well as equipment replacement costs, increases in operating rentals, insurance, utilities, were mostly absorbed in this category. Overall, there is a 2.1% reduction in 2019 below 2018 budget and an additional decrease of 4.0% in 2020 over the 2019 budget.

**Intergovernmental:** The City continues to partner with other local government agencies for jail, dispatching, and animal control services. Costs for these services have been adjusted according to information received from each agency resulting in a 1.0% increase in 2019 over 2018 budget and 3.0% increase in 2020 over 2019 budget.

**Capital and Transfers:** Capital costs include \$200 thousand each year to replace existing Knox boxes throughout the City. It is anticipated that this project will span two years. Additionally, the Police department will invest \$30 thousand to replace a dog in the K-9 unit. Additional details on General Fund capital purchases can be found below in the Departmental Budgets section. Infrastructure capital improvements can be found in the Capital Projects funds, as well as the City's Enterprise funds.

Transfers to debt service funds in 2019 and 2020 fully funds all debt service requirements. Transfers to capital projects funds provide funding for residential and arterial street improvements. Funding for these transfers come from ongoing revenue sources including property and sales taxes.

### **Departmental Budgets**

Departmental expenditures for 2019 are \$65.8 million, a 4.1% decrease from the 2018 budget and \$65.8 million for 2020, a 0.1% decrease over the 2019 budget. Significant changes in the departmental budgets include the following:

Mayor's Office – The Community Services and Engagement division was moved into the newly created Administrative Services department.

Administrative Services – This is a new division that was created by merging Human Resources with the Community Services and Engagement division in the Mayor's office. This was a reorganization only, no new staff were added.

Finance – Claims and judgments line was reduced to bring the budget more closely in line with historical trends.

Recreation – 3% reduction was attained by eliminating the Fourth of July event and reducing service levels for Camp Tukwila trips and entertainment, senior trips, tours, and excursions, adult basketball league, and cooking classes.

Community Development – in general, supplies and services were reduced to attain the 3% required reduction. Additionally, the Transportation Demand Coordinator position was reduced by 0.25 FTE.

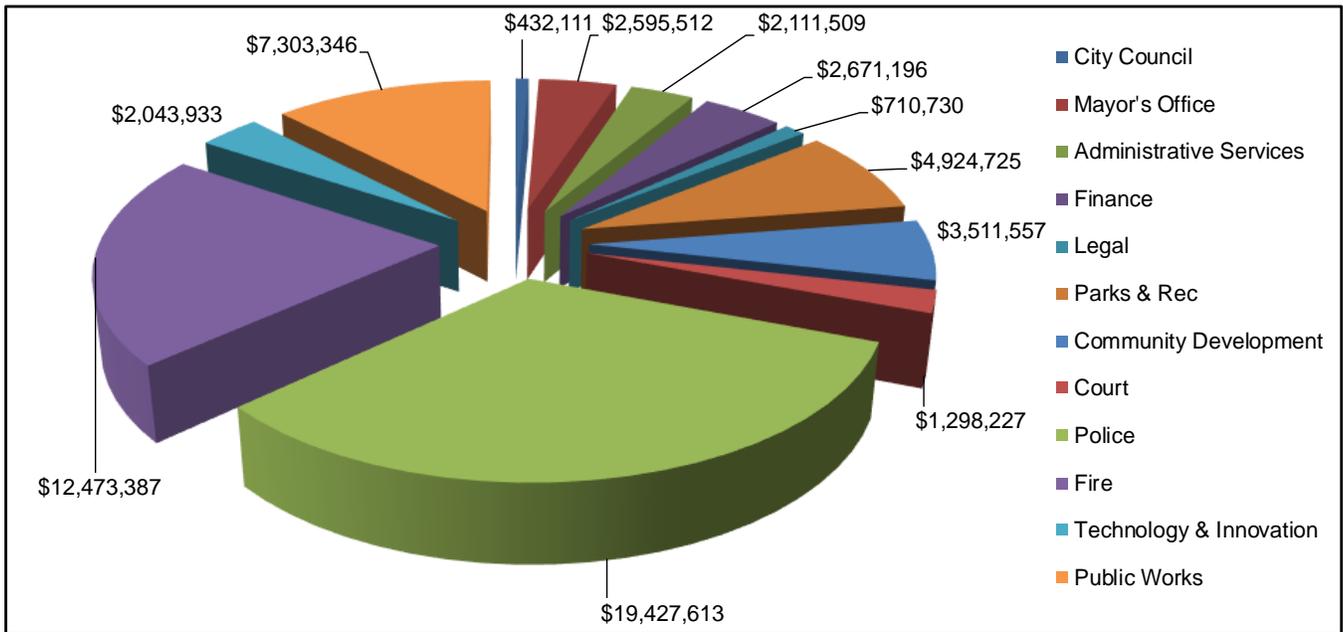
Police - \$30 thousand was added in 2020 for the acquisition of a K9 police dog.

Technology Services – 3 positions were restructured to more closely reflect actual job duties. Service costs were reduced by \$122 thousand due to transitioning to new technology.

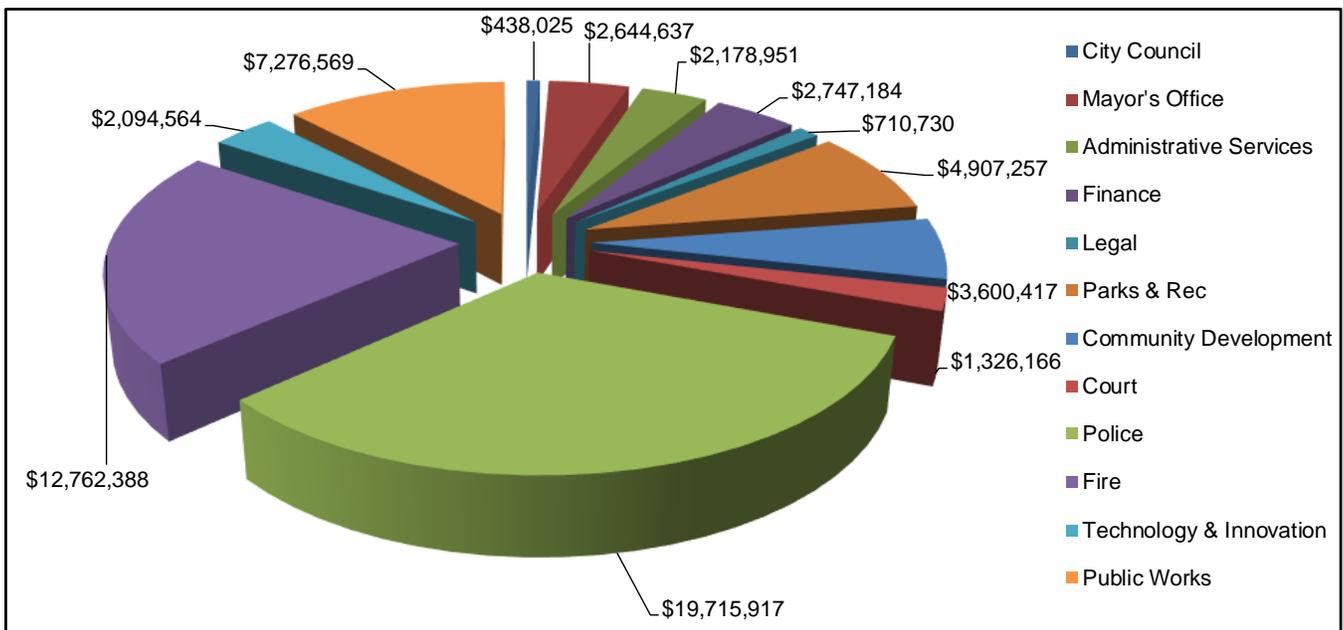
**General Fund Expenditures by Department**

Department	Actual			Budget			Percent change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
City Council	\$ 327,433	\$ 356,375	\$ 417,833	\$ 430,319	\$ 432,111	\$ 438,025	0.4%	1.4%
Mayor's Office	2,621,157	2,505,741	2,522,972	2,679,540	2,595,512	2,644,637	-3.1%	1.9%
Administrative Services	1,889,669	1,966,773	1,964,382	2,192,194	2,111,509	2,178,951	-3.7%	3.2%
Finance	2,137,628	2,408,087	2,597,954	2,733,016	2,671,196	2,747,184	-2.3%	2.8%
City Attorney	530,725	664,913	1,121,964	983,185	710,730	710,730	-27.7%	0.0%
Parks & Recreation	4,391,905	4,400,038	4,704,487	4,854,458	4,924,725	4,907,257	1.4%	-0.4%
Community Development	3,209,879	3,283,547	3,361,316	3,671,160	3,511,557	3,600,417	-4.3%	2.5%
Court	1,155,400	1,233,173	1,286,104	1,295,812	1,298,227	1,326,166	0.2%	2.2%
Police	17,855,697	17,481,118	18,426,812	18,726,049	19,427,613	19,715,917	3.7%	1.5%
Fire	12,881,018	12,066,979	12,295,527	12,541,640	12,473,387	12,762,388	-0.5%	2.3%
Information Technology	1,558,262	1,994,956	2,043,166	2,063,671	2,043,933	2,094,564	-1.0%	2.5%
Public Works	5,215,150	6,615,781	6,475,123	7,025,690	7,303,346	7,276,569	4.0%	-0.4%
<b>Departmental Total</b>	<b>53,773,922</b>	<b>54,977,481</b>	<b>57,217,641</b>	<b>59,196,734</b>	<b>59,503,845</b>	<b>60,402,804</b>	<b>0.5%</b>	<b>1.5%</b>
Transfers to other funds	4,759,513	5,518,211	5,059,776	9,470,580	6,362,029	5,419,140	-32.8%	-14.8%
<b>General Fund Total</b>	<b>\$58,533,436</b>	<b>\$ 60,495,692</b>	<b>\$ 62,277,417</b>	<b>\$68,667,314</b>	<b>\$65,865,874</b>	<b>\$ 65,821,944</b>	<b>-4.1%</b>	<b>-0.1%</b>

**2019 General Fund Expenditures by Department**



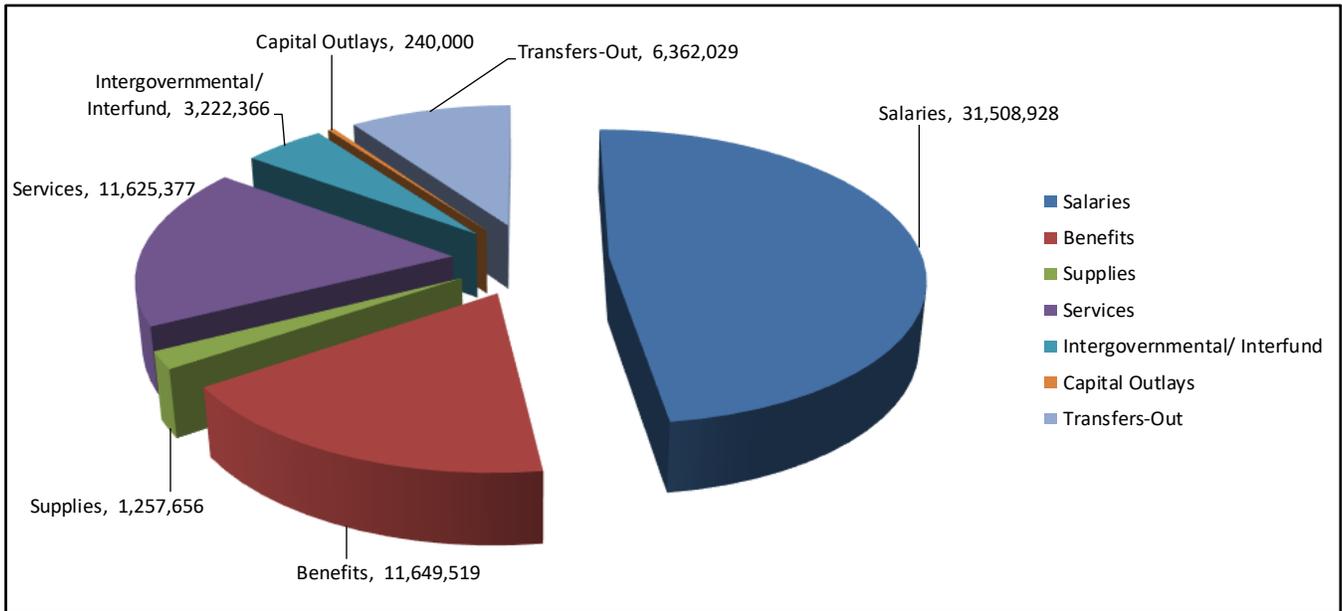
**2020 General Fund Expenditures by Department**



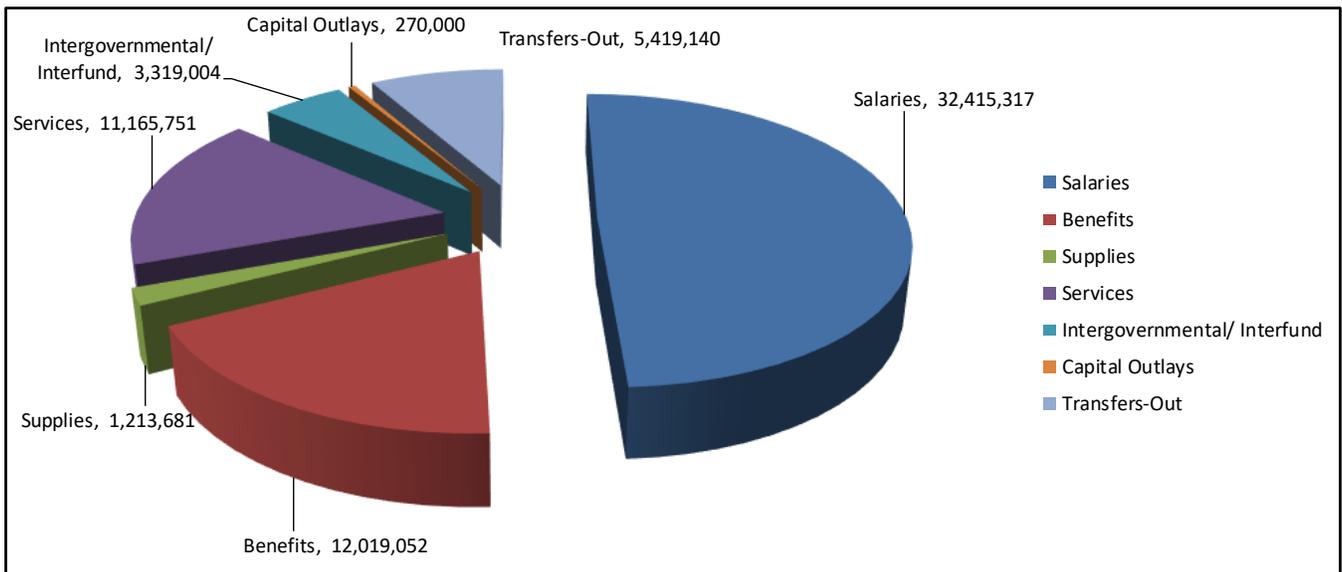
**General Fund Expenditure by Type**

<b>General Fund Expenditures by Type</b>								
	Actual			Budget			Percent change	
	2016	2017	2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 26,737,678	\$ 27,618,116	\$ 27,573,806	\$ 28,602,303	\$ 29,395,996	\$ 30,296,521	2.8%	3.1%
Extra Labor	627,034	653,502	735,473	754,693	762,833	764,697	1.1%	0.2%
Overtime	1,519,183	1,513,455	1,854,443	1,672,035	1,350,099	1,354,099	-19.3%	0.3%
<b>Total Wages</b>	<b>28,883,894</b>	<b>29,785,074</b>	<b>30,163,722</b>	<b>31,029,031</b>	<b>31,508,928</b>	<b>32,415,317</b>	<b>1.5%</b>	<b>2.9%</b>
FICA	1,696,260	1,750,049	1,791,576	1,843,684	2,107,152	2,089,962	14.3%	-0.8%
LEOFF 2	881,656	930,131	870,516	949,316	922,207	898,125	-2.9%	-2.6%
PERS	1,385,867	1,512,991	1,662,654	1,610,013	1,751,659	1,802,555	8.8%	2.9%
Industrial Insurance	678,200	634,001	699,271	941,170	861,416	934,877	-8.5%	8.5%
Med,Dntl,Disability,Life	5,583,572	5,597,627	5,736,869	6,397,364	5,998,560	6,285,007	-6.2%	4.8%
Unemployment	40,380	13,639	21,354	13,000	-	-	0.0%	0.0%
Clothing Allowance	5,002	5,300	10,780	10,774	8,525	8,525	-20.9%	0.0%
<b>Total Benefits</b>	<b>10,270,937</b>	<b>10,443,738</b>	<b>10,793,021</b>	<b>11,765,321</b>	<b>11,649,519</b>	<b>12,019,052</b>	<b>-1.0%</b>	<b>3.2%</b>
Office Supplies	470,668	485,174	494,459	481,442	427,525	427,525	-11.2%	0.0%
Small Tools & Minor Equip	108,922	149,000	92,020	97,318	163,569	133,569	68.1%	-18.3%
Recreation Prog Supplies	112,235	19,782	29,242	31,800	37,000	37,000	16.4%	0.0%
Fire Supplies	181,558	114,465	148,293	186,977	151,377	151,377	-19.0%	0.0%
Street Maint Supplies	187,099	186,077	158,524	249,300	152,700	155,725	-38.7%	2.0%
Other	342,562	327,204	306,864	261,285	325,485	308,485	24.6%	-5.2%
<b>Total Supplies</b>	<b>1,403,045</b>	<b>1,281,702</b>	<b>1,229,402</b>	<b>1,308,122</b>	<b>1,257,656</b>	<b>1,213,681</b>	<b>-3.9%</b>	<b>-3.5%</b>
Professional Services	2,776,466	3,304,744	3,570,408	3,602,177	3,202,495	3,144,965	-11.1%	-1.8%
Communication	407,476	400,826	471,069	436,370	434,600	434,600	-0.4%	0.0%
Travel	143,012	168,236	169,103	189,880	159,630	159,630	-15.9%	0.0%
Advertising	24,222	26,652	39,251	51,500	47,550	47,550	-7.7%	0.0%
Operating Rents & Leases	294,737	478,425	508,455	485,670	466,130	466,230	-4.0%	0.0%
Equipment Replacement	402,893	166,014	567,068	166,014	667,012	166,014	301.8%	-75.1%
Equip Operations & Maint	1,139,405	1,411,723	1,641,816	1,655,686	1,763,643	1,784,020	6.5%	1.2%
Insurance	810,799	888,997	976,416	976,992	1,005,775	1,047,762	2.9%	4.2%
Utilities	1,828,751	1,915,730	1,992,419	1,928,305	1,999,424	2,069,101	3.7%	3.5%
Repairs and Maintenance	850,278	662,275	584,152	807,488	623,150	587,912	-22.8%	-5.7%
Miscellaneous	832,886	830,505	1,038,883	1,114,473	888,637	890,637	-20.3%	0.2%
Claims & Judgements	160,514	89,100	334,702	382,000	320,000	320,000	-16.2%	0.0%
Credit Card Fees	38,845	58,078	40,458	70,081	43,081	43,081	-38.5%	0.0%
Other	8,814	6,396	0	6,500	4,250	4,250	-34.6%	0.0%
<b>Total Services</b>	<b>9,719,099</b>	<b>10,407,700</b>	<b>11,934,200</b>	<b>11,873,136</b>	<b>11,625,377</b>	<b>11,165,751</b>	<b>-2.1%</b>	<b>-4.0%</b>
SCORE Jail	1,310,736	1,466,963	1,579,506	1,633,405	1,626,355	1,675,146	-0.4%	3.0%
Valley Communications	1,034,820	1,111,663	1,137,420	1,184,817	1,184,253	1,219,491	0.0%	3.0%
Animal Control	108,136	111,892	55,564	118,852	125,000	131,250	5.2%	5.0%
Other	244,655	251,070	248,217	254,050	286,758	293,117	12.9%	2.2%
<b>Total Intergovernmental</b>	<b>2,698,347</b>	<b>2,941,588</b>	<b>3,020,707</b>	<b>3,191,124</b>	<b>3,222,366</b>	<b>3,319,004</b>	<b>1.0%</b>	<b>3.0%</b>
Machinery and Equipment	798,601	117,679	76,589	30,000	240,000	270,000	700.0%	12.5%
<b>Total Capital</b>	<b>798,601</b>	<b>117,679</b>	<b>76,589</b>	<b>30,000</b>	<b>240,000</b>	<b>270,000</b>	<b>700.0%</b>	<b>12.5%</b>
<b>Total Dept. Expenditures</b>	<b>53,773,922</b>	<b>54,977,481</b>	<b>57,217,642</b>	<b>59,196,734</b>	<b>59,503,846</b>	<b>60,402,805</b>	<b>0.5%</b>	<b>1.5%</b>
Transfers - Debt Svc Funds	2,874,831	2,773,452	3,378,914	5,848,580	4,033,861	3,587,190	-31.0%	-11.1%
Transfers - Capital, Other	1,451,000	2,564,044	1,588,190	3,622,000	2,269,600	1,621,950	-37.3%	-28.5%
Transfer - Contingency	433,682	180,715	92,672	-	58,568	210,000	0.0%	258.6%
<b>Total Expenditures</b>	<b>\$ 58,533,435</b>	<b>\$ 60,495,692</b>	<b>\$ 62,277,417</b>	<b>\$ 68,667,314</b>	<b>\$ 65,865,875</b>	<b>\$ 65,821,945</b>	<b>-4.1%</b>	<b>-0.1%</b>

### 2019 General Fund Expenditures by Type



### 2020 General Fund Expenditures by Type



**DEPARTMENT EXPENDITURES BY TYPE AND DIVISION**

**Legislative**

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>City Council By Type</b>								
Salaries	\$ 193,841	\$ 199,439	\$ 205,968	\$ 201,663	\$ 210,657	\$ 212,760	4.46%	1.00%
Benefits	81,903	88,305	90,091	91,386	94,955	98,765	3.90%	4.01%
Supplies	3,925	1,899	3,802	4,370	3,500	3,500	-19.91%	0.00%
Professional Services	47,764	66,733	117,973	132,900	123,000	123,000	-7.45%	0.00%
<b>Total By Type</b>	<b>\$ 327,433</b>	<b>\$ 356,375</b>	<b>\$ 417,833</b>	<b>\$ 430,319</b>	<b>\$ 432,111</b>	<b>\$ 438,025</b>	<b>0.42%</b>	<b>1.37%</b>

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>01 - City Council</b>								
Salaries	\$ 193,841	\$ 199,439	\$ 205,968	\$ 201,663	\$ 210,657	\$ 212,760	4.46%	1.00%
Overtime	15,226	15,692	15,994	15,833	16,861	17,024	6.49%	0.97%
FICA	10,009	11,285	12,561	11,614	13,418	13,686	15.54%	1.99%
PERS	2,496	2,270	2,316	3,117	2,685	2,966	-13.85%	10.45%
Medical,Dental,Life,Optical	54,171	59,057	59,219	60,822	61,990	65,089	1.92%	5.00%
Office & Operating Supplies	3,925	1,899	3,802	4,370	3,500	3,500	-19.91%	0.00%
Professional Services	1,865	24,000	76,500	76,500	76,500	76,500	0.00%	0.00%
Communication	4,514	4,194	4,905	6,000	6,000	6,000	0.00%	0.00%
Travel	30,988	28,326	25,128	40,000	30,000	30,000	-25.00%	0.00%
Miscellaneous	10,397	10,213	11,440	10,400	10,500	10,500	0.96%	0.00%
<b>Total City Council</b>	<b>\$ 327,433</b>	<b>\$ 356,375</b>	<b>\$ 417,833</b>	<b>\$ 430,319</b>	<b>\$ 432,111</b>	<b>\$ 438,025</b>	<b>0.42%</b>	<b>1.37%</b>

**Executive**

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>03 - Mayor's Office By Type</b>								
Salaries	\$ 1,026,479	\$ 960,332	\$ 1,035,368	\$ 1,047,432	\$ 1,037,503	\$ 1,069,915	-0.95%	3.12%
Benefits	372,469	375,013	400,858	401,796	400,021	416,132	-0.44%	4.03%
Supplies	44,612	42,045	49,629	54,856	48,531	48,531	-11.53%	0.00%
Professional Services	1,613,375	1,744,573	1,871,931	2,121,641	1,763,188	1,763,789	-16.90%	0.03%
Intergovernmental	38,247	42,425	37,150	37,000	57,000	57,000	54.05%	0.00%
Capital	56,700	6,265	-	-	-	-	0.00%	0.00%
<b>Total By Type</b>	<b>\$ 3,151,882</b>	<b>\$ 3,170,654</b>	<b>\$ 3,394,936</b>	<b>\$ 3,662,725</b>	<b>\$ 3,306,243</b>	<b>\$ 3,355,367</b>	<b>-9.73%</b>	<b>1.49%</b>

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>03 - Mayor's Office</b>								
Salaries	1,021,611	947,846	995,015	994,432	989,503	1,021,915	-0.50%	3.28%
Extra Labor	4,868	12,486	40,353	53,000	48,000	48,000	-9.43%	0.00%
Overtime	-	-	-	-	-	-	0.00%	0.00%
FICA	74,203	71,397	78,730	73,725	75,110	77,150	1.88%	2.71%
PERS	110,306	111,503	128,533	118,947	129,435	133,550	8.82%	3.18%
Industrial Insurance	3,103	3,102	2,904	3,996	3,952	4,334	-1.09%	9.66%
Medical,Dental,Life,Optical	184,858	189,012	190,690	205,128	191,523	201,099	-6.63%	5.00%
Unemployment Compensation	-	-	-	-	-	-	0.00%	0.00%
Uniform Clothing	-	-	-	-	-	-	0.00%	0.00%
Office & Operating Supplies	41,826	42,045	49,629	54,856	48,531	48,531	-11.53%	0.00%
Small Tools & Minor Equipment	2,787	-	-	-	-	-	0.00%	0.00%
Professional Services	1,183,644	1,345,847	1,458,790	1,668,730	1,342,230	1,342,230	-19.57%	0.00%
Communication	68,707	64,628	66,775	72,600	66,600	66,600	-8.26%	0.00%
Travel	20,881	16,961	22,185	37,050	30,000	30,000	-19.03%	0.00%
Advertising	4,610	11,305	10,117	14,750	14,750	14,750	0.00%	0.00%
Operating Rentals & Leases	28,835	36,828	38,557	38,126	38,873	37,474	1.96%	-3.60%
Insurance	-	-	-	-	-	-	0.00%	0.00%
Public Utility Services	-	-	-	-	-	-	0.00%	0.00%
Repairs & Maintenance	50,203	22,534	29,473	31,860	29,360	29,360	-7.85%	0.00%
Miscellaneous	256,495	246,471	246,035	258,525	241,375	243,375	-6.63%	0.83%
Intergovt Professional Svcs	38,246	42,425	37,149	37,000	37,000	37,000	0.00%	0.00%
Ext Taxes & Operating Assmnts	1	1	0	-	20,000	20,000	0.00%	0.00%
Machinery & Equipment	56,700	6,265	-	-	-	-	0.00%	0.00%
<b>Total Mayor</b>	<b>3,151,882</b>	<b>3,170,654</b>	<b>3,394,936</b>	<b>3,662,725</b>	<b>3,306,243</b>	<b>3,355,367</b>	<b>-9.73%</b>	<b>1.49%</b>

**Executive, Continued**

Mayor's Office By Division/By Type	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 350,742	\$ 361,124	\$ 372,912	\$ 368,565	\$ 391,283	\$ 402,401	6.16%	2.84%
Benefits	136,142	145,413	153,139	150,143	155,116	161,181	3.31%	3.91%
Supplies	17,845	11,068	13,510	17,200	15,000	15,000	-12.79%	0.00%
Services	855,853	864,529	808,997	897,176	833,923	834,524	-7.05%	0.07%
Intergovernmental	38,247	42,425	37,150	37,000	57,000	57,000	54.05%	0.00%
Capital	-	6,265	-	-	-	-	0.00%	0.00%
<b>Total Mayor's Office</b>	<b>1,398,829</b>	<b>1,430,825</b>	<b>1,385,708</b>	<b>1,470,084</b>	<b>1,452,323</b>	<b>1,470,106</b>	<b>-1.21%</b>	<b>1.22%</b>
Supplies	10,582	18,560	19,952	18,348	16,223	16,223	-11.58%	0.00%
Services	21,869	16,329	17,347	29,765	23,315	23,315	-21.67%	0.00%
<b>Total Boards, Committees &amp; Commissions</b>	<b>32,451</b>	<b>34,889</b>	<b>37,298</b>	<b>48,113</b>	<b>39,538</b>	<b>39,538</b>	<b>-17.82%</b>	<b>0.00%</b>
Salaries	363,556	343,663	398,249	413,905	432,667	449,592	4.53%	3.91%
Benefits	153,399	159,823	175,348	179,020	187,230	195,790	4.59%	4.57%
Supplies	10,161	9,364	10,391	12,308	12,308	12,308	0.00%	0.00%
Services	166,443	142,952	144,378	174,220	158,220	158,220	-9.18%	0.00%
Capital	56,700	-	-	-	-	-	0.00%	0.00%
<b>Total City Clerk</b>	<b>750,259</b>	<b>655,802</b>	<b>728,366</b>	<b>779,453</b>	<b>790,425</b>	<b>815,910</b>	<b>1.41%</b>	<b>3.22%</b>
Salaries	309,672	253,078	257,911	259,962	213,553	217,922	-17.85%	2.05%
Benefits	82,703	69,555	71,800	72,178	57,674	59,161	-20.09%	2.58%
Supplies	1,194	464	462	1,000	1,000	1,000	0.00%	0.00%
Services	46,048	61,128	41,428	48,750	41,000	41,000	-15.90%	0.00%
<b>Total Economic Development</b>	<b>439,617</b>	<b>384,226</b>	<b>371,600</b>	<b>381,890</b>	<b>313,227</b>	<b>319,083</b>	<b>-17.98%</b>	<b>1.87%</b>
Salaries	2,508	2,466	6,297	5,000	-	-	-100.00%	0.00%
Benefits	224	222	572	455	-	-	-100.00%	0.00%
Supplies	4,830	2,590	5,314	6,000	4,000	4,000	-33.33%	0.00%
Services	523,163	659,635	859,781	971,730	706,730	706,730	-27.27%	0.00%
<b>Total City Attorney</b>	<b>530,725</b>	<b>664,913</b>	<b>871,964</b>	<b>983,185</b>	<b>710,730</b>	<b>710,730</b>	<b>-27.71%</b>	<b>0.00%</b>
<b>Total Mayor's Office</b>	<b>\$ 3,151,882</b>	<b>\$ 3,170,654</b>	<b>\$ 3,394,936</b>	<b>\$ 3,662,725</b>	<b>\$ 3,306,243</b>	<b>\$ 3,355,367</b>	<b>-9.73%</b>	<b>1.49%</b>

**Judicial**

Court By Type	Actual			Budget			Percentage Change	
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20
			2018					
Salaries	\$ 723,501	\$ 757,068	\$ 784,049	\$ 777,647	\$ 797,741	\$ 813,546	2.58%	1.98%
Benefits	291,891	312,811	339,279	353,457	336,528	348,662	-4.79%	3.61%
Supplies	12,988	16,187	17,996	14,283	10,728	10,728	-24.89%	0.00%
Services	127,020	147,107	144,779	150,420	153,225	153,225	1.86%	0.00%
Intergovernmental	-	-	1	5	5	5	0.00%	0.00%
Capital	-	-	-	-	-	-	0.00%	0.00%
<b>Total By Type</b>	<b>\$ 1,155,400</b>	<b>\$ 1,233,173</b>	<b>\$ 1,286,104</b>	<b>\$ 1,295,812</b>	<b>\$ 1,298,227</b>	<b>\$ 1,326,166</b>	<b>0.19%</b>	<b>2.15%</b>

09 -Court	Actual			Budget			Percentage Change	
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20
			2018					
Salaries	\$ 700,436	\$ 756,510	\$ 780,797	\$ 768,806	\$ 789,400	\$ 805,205	2.68%	2.00%
Extra Labor	20,547	558	2,322	4,180	3,680	3,680	-11.96%	0.00%
Overtime	2,518	-	930	4,661	4,661	4,661	0.00%	0.00%
FICA	53,853	56,413	59,231	58,057	60,452	61,474	4.12%	1.69%
PERS	81,080	90,172	100,005	92,113	99,506	101,375	8.03%	1.88%
Industrial Insurance	2,758	2,605	2,857	3,839	3,481	3,826	-9.32%	9.90%
Medical,Dental,Life,Optical	152,270	163,622	177,186	199,448	173,089	181,987	-13.22%	5.14%
Unemployment Compensation	1,930	-	-	-	-	-	0.00%	0.00%
Office & Operating Supplies	12,446	15,234	17,996	14,283	10,228	10,228	-28.39%	0.00%
Small Tools & Minor Equipment	542	953	-	-	500	500	0.00%	0.00%
Professional Services	97,928	97,904	99,281	107,200	112,180	112,180	4.65%	0.00%
Communication	5,186	9,083	8,663	10,550	9,550	9,550	-9.48%	0.00%
Travel	3,419	9,391	6,010	7,500	6,500	6,500	-13.33%	0.00%
Operating Rentals & Leases	2,244	7,653	4,418	2,000	7,700	7,700	285.00%	0.00%
Repairs & Maintenance	521	348	4,075	2,300	1,300	1,300	-43.48%	0.00%
Miscellaneous	17,723	22,729	22,333	20,870	15,995	15,995	-23.36%	0.00%
Ext Taxes & Operating Assmnts	-	-	1	5	5	5	0.00%	0.00%
Machinery & Equipment	-	-	-	-	-	-	0.00%	0.00%
<b>Total Court</b>	<b>\$ 1,155,400</b>	<b>\$ 1,233,173</b>	<b>\$ 1,286,104</b>	<b>\$ 1,295,812</b>	<b>\$ 1,298,227</b>	<b>\$ 1,326,166</b>	<b>0.19%</b>	<b>2.15%</b>

**Programs and Services**

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>07 - Parks &amp; Rec By Type</b>								
Salaries	\$ 2,325,684	\$ 2,405,917	\$ 2,552,577	\$ 2,577,610	\$ 2,688,886	\$ 2,754,321	4.32%	2.43%
Benefits	904,684	959,391	1,020,810	1,048,960	1,070,581	1,108,310	2.06%	3.52%
Supplies	302,792	234,415	211,356	234,167	227,368	210,368	-2.90%	-7.48%
Services	848,059	762,667	889,534	963,721	907,890	804,258	-5.79%	-11.41%
Intergovernmental	-	667	210	-	-	-	0.00%	0.00%
Capital	10,686	36,982	30,000	30,000	30,000	30,000	0.00%	0.00%
<b>Total By Type</b>	<b>4,391,905</b>	<b>4,400,038</b>	<b>4,704,487</b>	<b>4,854,458</b>	<b>4,924,725</b>	<b>4,907,257</b>	<b>1.45%</b>	<b>-0.35%</b>

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>07 - Parks &amp; Rec By Type</b>								
Salaries	1,846,102	1,899,003	2,028,278	2,029,355	2,140,096	2,205,531	5.46%	3.06%
Extra Labor	468,895	499,317	518,844	541,939	546,189	546,189	0.78%	0.00%
Overtime	10,688	7,597	5,454	6,316	2,601	2,601	-58.82%	0.00%
FICA	175,207	179,564	191,223	194,735	224,176	230,091	15.12%	2.64%
PERS	226,062	244,815	267,172	243,464	271,720	280,031	11.61%	3.06%
Industrial Insurance	93,278	79,587	86,735	113,649	82,653	81,650	-27.27%	-1.21%
Medical,Dental,Life,Optical	411,729	450,610	473,071	494,888	490,083	514,587	-0.97%	5.00%
Unemployment Compensation	(2,575)	3,372	843	-	-	-	0.00%	0.00%
Uniform Clothing	983	1,441	1,767	2,224	1,950	1,950	-12.32%	0.00%
Office & Operating Supplies	270,318	197,645	180,004	196,167	198,117	181,117	0.99%	-8.58%
Resale Items	22,500	20,530	23,000	22,000	22,000	22,000	0.00%	0.00%
Small Tools & Minor Equipment	9,974	16,239	8,352	16,000	7,251	7,251	-54.68%	0.00%
Professional Services	271,215	230,481	251,230	285,216	245,000	188,304	-14.10%	-23.14%
Communication	13,658	10,376	12,050	12,150	12,150	12,150	0.00%	0.00%
Travel	6,565	19,482	14,046	8,950	8,950	8,950	0.00%	0.00%
Advertising	11,797	11,422	13,588	22,500	21,500	21,500	-4.44%	0.00%
Operating Rentals & Leases	138,944	131,591	133,860	153,298	171,926	137,613	12.15%	-19.96%
Insurance	-	-	-	-	-	-	0.00%	0.00%
Public Utility Services	248,600	249,624	292,896	302,725	263,064	283,441	-13.10%	7.75%
Repairs & Maintenance	64,477	17,290	57,529	63,400	73,400	40,400	15.77%	-44.96%
Miscellaneous	92,801	92,401	114,335	115,482	111,900	111,900	-3.10%	0.00%
Intergovt Professional Svcs	-	-	-	-	-	-	0.00%	0.00%
Intergovt Pass Through Grant	-	-	-	-	-	-	0.00%	0.00%
Ext Taxes & Operating Assmnts	-	667	210	-	-	-	0.00%	0.00%
Park Improvements	-	-	-	-	-	-	0.00%	0.00%
Machinery & Equipment	10,686	36,982	30,000	30,000	30,000	30,000	0.00%	0.00%
<b>Total By Type</b>	<b>\$ 4,391,905</b>	<b>\$ 4,400,038</b>	<b>\$ 4,704,487</b>	<b>\$ 4,854,458</b>	<b>\$ 4,924,725</b>	<b>\$ 4,907,257</b>	<b>1.45%</b>	<b>-0.35%</b>

**Programs and Services, Continued**

Parks & Recreation By Division/By Type	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 207,268	\$ 233,352	330,589	\$ 258,622	\$ 355,906	\$ 363,632	37.62%	2.17%
Benefits	66,551	88,957	116,814	84,412	143,916	148,924	70.49%	3.48%
Supplies	7,023	3,609	4,808	5,917	7,517	7,517	27.04%	0.00%
Services	23,397	5,068	11,596	11,250	16,420	16,420	45.96%	0.00%
Capital	10,686	36,982	30,000	30,000	30,000	30,000	0.00%	0.00%
<b>Total Administration</b>	<b>314,925</b>	<b>367,967</b>	<b>493,805</b>	<b>390,201</b>	<b>553,758</b>	<b>566,492</b>	<b>41.92%</b>	<b>2.30%</b>
Salaries	1,052,226	252,847	470,231	258,996	357,236	368,177	37.93%	3.06%
Benefits	385,548	94,872	188,336	98,012	126,021	130,727	28.58%	3.73%
Supplies	64,434	25,773	34,069	32,500	30,951	30,951	-4.77%	0.00%
Services	165,988	75,727	125,093	85,400	238,416	138,985	179.18%	-41.70%
Intergovernmental	-	667	210	-	-	-	0.00%	0.00%
<b>Total Recreation</b>	<b>1,668,196</b>	<b>449,886</b>	<b>817,938</b>	<b>474,908</b>	<b>752,624</b>	<b>668,840</b>	<b>58.48%</b>	<b>-11.13%</b>
Salaries	-	59,798	59,337	60,890	61,468	62,858	0.95%	2.26%
Benefits	-	13,122	14,732	11,738	12,502	12,636	6.51%	1.07%
Supplies	-	10,395	9,354	16,100	8,600	8,600	-46.58%	0.00%
Services	-	404	348	1,500	1,500	1,500	0.00%	0.00%
<b>Total Preschool Program</b>	<b>-</b>	<b>83,719</b>	<b>83,771</b>	<b>90,228</b>	<b>84,070</b>	<b>85,594</b>	<b>-6.82%</b>	<b>1.81%</b>
Salaries	-	352,203	331,224	381,434	333,098	336,472	-12.67%	1.01%
Benefits	-	120,810	100,441	130,177	105,157	106,407	-19.22%	1.19%
Supplies	-	20,137	33,683	31,100	28,500	28,500	-8.36%	0.00%
Services	-	31,967	42,219	40,500	40,200	40,200	-0.74%	0.00%
<b>Total Youth Programs</b>	<b>-</b>	<b>525,118</b>	<b>507,568</b>	<b>583,211</b>	<b>506,955</b>	<b>511,579</b>	<b>-13.08%</b>	<b>0.91%</b>
Salaries	-	123,997	126,641	131,646	130,533	132,272	-0.85%	1.33%
Benefits	-	49,358	49,414	53,031	51,907	53,183	-2.12%	2.46%
Supplies	-	8,480	9,087	7,650	7,650	7,650	0.00%	0.00%
Services	-	18,338	16,965	13,230	13,230	13,230	0.00%	0.00%
<b>Total Teen Programs</b>	<b>-</b>	<b>200,173</b>	<b>202,108</b>	<b>205,557</b>	<b>203,320</b>	<b>206,335</b>	<b>-1.09%</b>	<b>1.48%</b>
Salaries	-	82,235	52,406	80,629	100,561	102,300	24.72%	1.73%
Benefits	-	35,112	26,286	36,346	39,142	40,317	7.69%	3.00%
Supplies	-	5,809	307	8,600	2,500	2,500	-70.93%	0.00%
Services	-	18,051	23,114	29,600	-	-	-100.00%	0.00%
<b>Total Youth Free Services</b>	<b>-</b>	<b>141,207</b>	<b>102,112</b>	<b>155,175</b>	<b>142,203</b>	<b>145,117</b>	<b>-8.36%</b>	<b>2.05%</b>
Salaries	-	105,693	129,903	107,581	110,461	112,660	2.68%	1.99%
Benefits	-	46,071	57,106	49,116	48,991	50,704	-0.25%	3.50%
Supplies	-	24,292	14,390	5,200	8,550	8,550	64.42%	0.00%
Services	-	42,474	79,809	62,300	71,000	71,000	13.96%	0.00%
<b>Total Wellness &amp; Enrichment</b>	<b>-</b>	<b>218,531</b>	<b>281,208</b>	<b>224,197</b>	<b>239,002</b>	<b>242,914</b>	<b>6.60%</b>	<b>1.64%</b>
Salaries	-	104,662	161,324	110,898	206,222	210,607	85.96%	2.13%
Benefits	-	43,965	67,443	46,288	92,155	95,607	99.09%	3.75%
Supplies	-	4,501	4,418	3,800	3,000	3,000	-21.05%	0.00%
Services	-	20,353	22,619	20,000	20,000	20,000	0.00%	0.00%
<b>Total Senior Adult Programs</b>	<b>-</b>	<b>173,480</b>	<b>255,804</b>	<b>180,986</b>	<b>321,378</b>	<b>329,215</b>	<b>77.57%</b>	<b>2.44%</b>
Salaries	126,401	118,450	66,648	131,132	75,197	76,760	-42.66%	2.08%
Benefits	50,548	49,734	27,868	50,390	34,421	35,729	-31.69%	3.80%
Supplies	22,381	16,737	17,167	25,400	21,400	21,400	-15.75%	0.00%
Services	50,858	50,454	82,610	79,350	48,450	48,450	-38.94%	0.00%
<b>Total Community Events &amp; Volunteers</b>	<b>250,188</b>	<b>235,374</b>	<b>194,292</b>	<b>286,272</b>	<b>179,468</b>	<b>182,338</b>	<b>-37.31%</b>	<b>1.60%</b>
Salaries	-	202,589	0	176,769	-	-	-100.00%	0.00%
Benefits	-	84,664	(1)	87,070	-	-	-100.00%	0.00%
Supplies	-	10,194	0	6,800	-	-	-100.00%	0.00%
Services	-	65,622	(1)	102,980	-	-	-100.00%	0.00%
<b>Total Planning &amp; Business Operations</b>	<b>-</b>	<b>363,069</b>	<b>(1)</b>	<b>373,619</b>	<b>-</b>	<b>-</b>	<b>-100.00%</b>	<b>0.00%</b>
Salaries	392,424	180,518	154,678	192,119	189,347	192,623	-1.44%	1.73%
Benefits	167,118	69,932	57,548	73,846	74,788	77,076	1.28%	3.06%
Supplies	59,251	30,535	29,561	32,300	32,300	32,300	0.00%	0.00%
Services	85,632	9,106	23,024	19,625	14,925	14,925	-23.95%	0.00%
<b>Total Rental Operations</b>	<b>704,424</b>	<b>290,091</b>	<b>264,811</b>	<b>317,890</b>	<b>311,360</b>	<b>316,924</b>	<b>-2.05%</b>	<b>1.79%</b>
Salaries	547,366	589,573	669,594	686,894	768,857	795,962	11.93%	3.53%
Benefits	234,918	262,793	314,825	328,534	341,581	357,000	3.97%	4.51%
Supplies	149,704	73,951	54,513	58,800	76,400	59,400	29.93%	-22.25%
Services	522,184	425,105	462,138	497,986	443,749	439,548	-10.89%	-0.95%
Capital	-	-	-	-	-	-	0.00%	0.00%
<b>Total Parks Maintenance</b>	<b>1,454,172</b>	<b>1,351,422</b>	<b>1,501,070</b>	<b>1,572,214</b>	<b>1,630,588</b>	<b>1,651,910</b>	<b>3.71%</b>	<b>1.31%</b>
<b>Total Parks And Recreation</b>	<b>\$ 4,391,905</b>	<b>\$ 4,400,038</b>	<b>\$ 4,704,487</b>	<b>\$ 4,854,458</b>	<b>\$ 4,924,725</b>	<b>\$ 4,907,257</b>	<b>1.45%</b>	<b>-0.35%</b>

**Programs and Services, Continued**

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>08 - DCD By Type</b>								
Salaries	\$ 2,004,026	\$ 2,088,314	\$ 2,083,881	\$ 2,247,104	\$ 2,256,626	\$ 2,314,063	0.42%	2.55%
Benefits	729,138	785,376	801,218	949,760	879,203	912,681	-7.43%	3.81%
Supplies	35,947	61,983	39,441	35,680	22,680	22,680	-36.43%	0.00%
Services	425,358	339,944	435,859	437,616	352,048	349,993	-19.55%	-0.58%
Intergovernmental	15,409	7,931	916	1,000	1,000	1,000	0.00%	0.00%
<b>Total By Type</b>	<b>3,209,879</b>	<b>3,283,547</b>	<b>3,361,316</b>	<b>3,671,160</b>	<b>3,511,557</b>	<b>3,600,417</b>	<b>-4.35%</b>	<b>2.53%</b>

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>08 - DDC By Type</b>								
Salaries	1,934,610	2,028,438	1,980,568	2,199,436	2,181,068	2,236,641	-0.84%	2.55%
Extra Labor	66,250	53,079	82,420	36,574	65,864	67,728	80.08%	2.83%
Overtime	3,165	6,796	20,894	11,094	9,694	9,694	-12.62%	0.00%
FICA	149,893	156,066	156,998	172,850	172,823	176,893	-0.02%	2.35%
PERS	219,685	243,041	256,030	265,439	279,482	286,549	5.29%	2.53%
Industrial Insurance	15,261	15,762	14,124	25,899	22,280	24,439	-13.97%	9.69%
Medical, Dental, Life, Optical	343,748	369,897	371,154	482,597	403,643	423,825	-16.36%	5.00%
Unemployment Compensation	-	-	-	-	-	-	0.00%	0.00%
Uniform Clothing	551	610	2,912	2,975	975	975	-67.23%	0.00%
Office & Operating Supplies	35,947	61,802	38,946	35,180	22,180	22,180	-36.95%	0.00%
Small Tools & Minor Equipment	-	181	495	500	500	500	0.00%	0.00%
Professional Services	223,024	242,200	225,379	203,900	129,654	128,820	-36.41%	-0.64%
Communication	4,548	9,633	8,737	6,500	7,280	7,280	12.00%	0.00%
Travel	5,682	5,054	11,120	13,800	5,000	5,000	-63.77%	0.00%
Advertising	-	303	-	-	300	300	0.00%	0.00%
Operating Rentals & Leases	17,551	16,836	11,687	12,954	20,931	19,710	61.58%	-5.83%
Insurance	-	-	-	-	-	-	0.00%	0.00%
Public Utility Services	1,704	2,662	1,849	2,500	2,500	2,500	0.00%	0.00%
Repairs & Maintenance	60,192	11,404	21,371	53,185	52,635	52,635	-1.03%	0.00%
Miscellaneous	112,657	51,852	155,717	144,777	133,748	133,748	-7.62%	0.00%
Intergovt Professional Svcs	15,408	7,642	500	1,000	1,000	1,000	0.00%	0.00%
Ext Taxes & Operating Assmnts	1	289	416	-	-	-	0.00%	0.00%
<b>Total By Type</b>	<b>\$ 3,209,879</b>	<b>\$ 3,283,547</b>	<b>\$ 3,361,316</b>	<b>\$ 3,671,160</b>	<b>\$ 3,511,557</b>	<b>\$ 3,600,417</b>	<b>-4.35%</b>	<b>2.53%</b>

**Programs and Services, Continued**

DCD By Division/By Type	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 226,899	\$ 234,241	\$ 240,620	\$ 236,194	\$ 244,793	\$ 249,708	3.64%	2.01%
Benefits	84,673	86,188	92,105	97,335	92,674	95,726	-4.79%	3.29%
Supplies	16,103	21,268	12,647	9,680	9,680	9,680	0.00%	0.00%
Services	13,994	11,205	23,772	37,300	26,800	26,800	-28.15%	0.00%
Intergovernmental	1	289	416	-	-	-	0.00%	0.00%
<b>Total Administration</b>	<b>341,670</b>	<b>353,189</b>	<b>369,561</b>	<b>380,509</b>	<b>373,947</b>	<b>381,914</b>	<b>-1.72%</b>	<b>2.13%</b>
Salaries	752,743	813,109	838,297	863,802	862,301	888,035	-0.17%	2.98%
Benefits	239,947	268,154	284,687	312,846	274,598	284,839	-12.23%	3.73%
Supplies	4,932	6,106	8,087	8,000	4,500	4,500	-43.75%	0.00%
Services	38,599	82,345	94,828	101,135	61,606	61,606	-39.09%	0.00%
<b>Total Planning</b>	<b>1,036,220</b>	<b>1,169,715</b>	<b>1,225,900</b>	<b>1,285,783</b>	<b>1,203,005</b>	<b>1,238,980</b>	<b>-6.44%</b>	<b>2.99%</b>
Salaries	259,678	248,221	250,408	316,448	276,075	282,879	-12.76%	2.46%
Benefits	110,944	115,857	120,937	153,040	134,433	140,005	-12.16%	4.14%
Supplies	1,963	5,135	2,076	500	500	500	0.00%	0.00%
Services	19,484	20,353	68,866	63,347	64,677	64,210	2.10%	-0.72%
<b>Total Code Enforcement</b>	<b>392,069</b>	<b>389,566</b>	<b>442,287</b>	<b>533,335</b>	<b>475,685</b>	<b>487,594</b>	<b>-10.81%</b>	<b>2.50%</b>
Salaries	247,193	205,104	180,884	211,231	226,478	232,316	7.22%	2.58%
Benefits	112,881	100,566	94,629	108,024	111,291	115,796	3.02%	4.05%
Supplies	2,227	2,475	3,846	3,000	2,500	2,500	-16.67%	0.00%
Services	83,336	51,759	43,582	89,200	79,500	79,500	-10.87%	0.00%
<b>Total Permit Coordination</b>	<b>445,636</b>	<b>359,905</b>	<b>322,940</b>	<b>411,455</b>	<b>419,769</b>	<b>430,112</b>	<b>2.02%</b>	<b>2.46%</b>
Salaries	392,403	439,108	412,386	527,835	514,763	527,197	-2.48%	2.42%
Benefits	147,637	175,373	174,970	241,154	234,825	244,395	-2.62%	4.08%
Supplies	5,489	2,258	2,944	3,500	1,500	1,500	-57.14%	0.00%
Services	178,204	97,695	101,470	99,134	63,731	62,977	-35.71%	-1.18%
<b>Total Building Division</b>	<b>723,733</b>	<b>714,434</b>	<b>691,769</b>	<b>871,623</b>	<b>814,819</b>	<b>836,069</b>	<b>-6.52%</b>	<b>2.61%</b>
Salaries	10,531	5,902	4,162	-	-	-	0.00%	0.00%
Benefits	2,858	1,214	1,436	-	-	-	0.00%	0.00%
Supplies	4,009	6,194	8,689	9,000	4,000	4,000	-55.56%	0.00%
Services	27,553	31,994	36,013	37,000	38,734	37,900	4.69%	-2.15%
<b>Total Recycling Program</b>	<b>44,951</b>	<b>45,304</b>	<b>50,299</b>	<b>46,000</b>	<b>42,734</b>	<b>41,900</b>	<b>-7.10%</b>	<b>-1.95%</b>
Salaries	114,579	142,628	157,125	91,594	132,216	133,928	44.35%	1.29%
Benefits	30,199	38,024	32,455	37,361	31,382	31,920	-16.00%	1.71%
Supplies	1,225	18,546	1,152	2,000	-	-	-100.00%	0.00%
Services	64,188	44,594	67,329	10,500	17,000	17,000	61.90%	0.00%
Intergovernmental	15,408	7,642	500	1,000	1,000	1,000	0.00%	0.00%
<b>Total TDM Program</b>	<b>225,600</b>	<b>251,434</b>	<b>258,561</b>	<b>142,455</b>	<b>181,599</b>	<b>183,848</b>	<b>27.48%</b>	<b>1.24%</b>
<b>Total DCD</b>	<b>\$ 3,209,879</b>	<b>\$ 3,283,547</b>	<b>\$ 3,361,316</b>	<b>\$ 3,671,160</b>	<b>\$ 3,511,557</b>	<b>\$ 3,600,417</b>	<b>-4.35%</b>	<b>2.53%</b>

**Programs and Services, Continued**

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>10 - Police By Type</b>								
Salaries	\$ 9,551,874	\$ 9,758,680	\$ 9,878,974	\$ 10,115,996	\$ 10,536,550	\$ 10,845,721	4.16%	2.93%
Benefits	3,342,336	3,321,247	3,466,860	3,786,895	3,803,126	3,880,671	0.43%	2.04%
Supplies	237,388	314,882	301,302	199,850	276,350	246,350	38.28%	-10.86%
Services	1,564,228	1,395,791	1,607,186	1,686,234	1,862,812	1,674,120	10.47%	-10.13%
Intergovernmental	2,453,692	2,690,518	2,772,491	2,937,074	2,948,775	3,039,054	0.40%	3.06%
Capital	706,179	(0)	-	-	-	30,000	0.00%	0.00%
<b>Total By Type</b>	<b>17,855,697</b>	<b>17,481,118</b>	<b>18,026,812</b>	<b>18,726,049</b>	<b>19,427,613</b>	<b>19,715,917</b>	<b>3.75%</b>	<b>1.48%</b>

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>10 - Police</b>								
Salaries	8,418,712	8,700,593	8,587,367	8,986,438	9,518,392	9,801,712	5.92%	2.98%
Extra Labor	-	858	-	-	15,600	15,600	0.00%	0.00%
Overtime	925,216	845,730	1,059,885	928,495	768,495	768,495	-17.23%	0.00%
Holiday Pay	207,947	211,499	231,721	201,063	234,063	259,915	16.41%	11.04%
FICA	714,068	736,012	738,258	770,554	882,451	866,399	14.52%	-1.82%
LEOFF 2	434,207	450,010	465,288	484,606	499,714	467,095	3.12%	-6.53%
PERS	130,199	143,903	152,499	148,889	161,119	167,037	8.21%	3.67%
Industrial Insurance	212,221	189,411	217,085	299,281	274,717	301,457	-8.21%	9.73%
Medical,Dental,Life,Optical	1,838,770	1,792,979	1,879,492	2,083,565	1,985,125	2,078,684	-4.72%	4.71%
Unemployment Compensation	12,871	8,932	14,238	-	-	-	0.00%	0.00%
Uniform Clothing	-	-	-	-	-	-	0.00%	0.00%
Office & Operating Supplies	236,759	273,755	285,879	184,250	230,750	230,750	25.24%	0.00%
Small Tools & Minor Equipment	629	41,127	15,423	15,600	45,600	15,600	192.31%	-65.79%
Professional Services	63,438	52,781	78,090	70,000	86,500	86,500	23.57%	0.00%
Communication	105,106	116,565	118,685	121,000	121,000	121,000	0.00%	0.00%
Travel	52,985	47,434	54,865	41,880	41,880	41,880	0.00%	0.00%
Advertising	811	453	7,520	1,500	2,500	2,500	66.67%	0.00%
Operating Rentals & Leases	873,932	795,836	891,036	872,046	1,119,488	916,871	28.37%	-18.10%
Insurance	240,000	230,223	254,359	253,245	278,499	292,424	9.97%	5.00%
Public Utility Services	2,518	3,499	4,177	-	4,400	4,400	0.00%	0.00%
Repairs & Maintenance	153,985	65,943	108,969	246,922	143,404	143,404	-41.92%	0.00%
Miscellaneous	71,454	83,057	89,485	79,641	65,141	65,141	-18.21%	0.00%
Intergovernmental	2,453,692	2,690,518	2,772,491	2,937,074	2,948,775	3,039,054	0.40%	3.06%
Ext Taxes & Operating Assmnts	-	-	-	-	-	-	0.00%	0.00%
Capital	706,179	(0)	-	-	-	30,000	0.00%	0.00%
<b>Total By Type</b>	<b>\$ 17,855,697</b>	<b>\$ 17,481,118</b>	<b>\$ 18,026,812</b>	<b>\$ 18,726,049</b>	<b>\$ 19,427,613</b>	<b>\$ 19,715,917</b>	<b>3.75%</b>	<b>1.48%</b>

**Programs and Services, Continued**

Police By Division/By Type	Actual			Budget			Percentage Change	
	2016	2017	2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 904,689	\$ 1,114,838	\$ 1,055,532	\$ 951,512	\$ 1,347,497	\$ 1,394,590	41.62%	3.49%
Benefits	250,001	330,647	331,569	308,096	445,783	463,662	44.69%	4.01%
Supplies	21,695	31,137	50,166	24,000	24,000	24,000	0.00%	0.00%
Services	442,433	565,165	681,313	664,185	666,665	656,692	0.37%	-1.50%
Intergovernmental	19,814	14,732	6,286	15,900	6,900	6,900	-56.60%	0.00%
60 Capital	706,179	(0)	-	-	-	30,000	0.00%	0.00%
<b>Total Administration</b>	<b>2,344,811</b>	<b>2,056,519</b>	<b>2,124,866</b>	<b>1,963,693</b>	<b>2,490,846</b>	<b>2,575,844</b>	<b>26.84%</b>	<b>3.41%</b>
Salaries	4,073,329	4,248,802	4,333,212	4,424,520	4,163,396	4,308,724	-5.90%	3.49%
Benefits	1,555,176	1,507,938	1,602,380	1,611,864	1,555,682	1,537,367	-3.49%	-1.18%
Supplies	105,638	142,208	123,641	60,050	146,550	116,550	144.05%	-20.47%
Services	688,331	498,015	540,127	587,517	630,354	544,064	7.29%	-13.69%
Intergovernmental	1,418,872	1,578,855	1,635,071	1,752,257	1,751,355	1,806,396	-0.05%	3.14%
<b>Total Patrol</b>	<b>7,841,346</b>	<b>7,975,819</b>	<b>8,234,430</b>	<b>8,436,208</b>	<b>8,247,338</b>	<b>8,313,101</b>	<b>-2.24%</b>	<b>0.80%</b>
Salaries	755,473	760,864	754,541	910,907	910,962	942,412	0.01%	3.45%
Benefits	299,684	296,615	307,205	355,537	375,492	392,274	5.61%	4.47%
Supplies	32,466	25,595	41,963	44,400	27,400	27,400	-38.29%	0.00%
Services	31,378	29,122	30,098	83,000	76,000	76,000	-8.43%	0.00%
<b>Total Support Operations</b>	<b>1,119,000</b>	<b>1,112,197</b>	<b>1,133,808</b>	<b>1,393,844</b>	<b>1,389,854</b>	<b>1,438,085</b>	<b>-0.29%</b>	<b>3.47%</b>
Salaries	1,617,462	1,533,984	1,541,662	1,519,572	1,601,887	1,635,932	5.42%	2.13%
Benefits	499,153	478,037	452,713	537,125	510,195	531,291	-5.01%	4.13%
Supplies	7,091	29,313	11,855	12,000	6,000	6,000	-50.00%	0.00%
Services	157,801	107,769	134,790	133,822	165,027	105,717	23.32%	-35.94%
<b>Total Investigations</b>	<b>2,281,507</b>	<b>2,149,103</b>	<b>2,141,019</b>	<b>2,202,519</b>	<b>2,283,109</b>	<b>2,278,940</b>	<b>3.66%</b>	<b>-0.18%</b>
Salaries	408,488	563,769	548,142	563,576	719,269	731,133	27.63%	1.65%
Benefits	140,505	182,600	186,613	204,770	244,899	255,086	19.60%	4.16%
Supplies	2,180	4,886	2,814	2,000	2,500	2,500	25.00%	0.00%
Services	90,980	61,550	100,041	98,679	97,929	86,689	-0.76%	-11.48%
Intergovernmental	-	-	-	-	-	-	0.00%	0.00%
<b>Total Tukwila Anti-Crime</b>	<b>642,153</b>	<b>812,805</b>	<b>837,611</b>	<b>869,025</b>	<b>1,064,597</b>	<b>1,075,408</b>	<b>22.50%</b>	<b>1.02%</b>
Salaries	1,263,547	1,051,783	1,178,102	1,196,488	129,464	131,708	-89.18%	1.73%
Benefits	428,460	367,320	424,090	578,363	44,178	46,013	-92.36%	4.15%
Supplies	20,221	27,450	8,778	8,300	10,300	10,300	24.10%	0.00%
Services	42,439	19,280	9,605	10,388	80,127	75,653	671.34%	-5.58%
<b>Total Professional Standards</b>	<b>1,754,667</b>	<b>1,465,834</b>	<b>1,620,576</b>	<b>1,793,539</b>	<b>264,069</b>	<b>263,674</b>	<b>-85.28%</b>	<b>-0.15%</b>
Salaries	121,043	111,248	121,456	117,693	118,442	120,392	0.64%	1.65%
Benefits	36,677	35,098	38,638	40,459	39,165	40,789	-3.20%	4.15%
Supplies	40,508	45,708	47,980	44,500	40,000	40,000	-10.11%	0.00%
Services	82,113	94,535	97,850	88,621	75,621	75,621	-14.67%	0.00%
<b>Total Training</b>	<b>280,342</b>	<b>286,589</b>	<b>305,923</b>	<b>291,273</b>	<b>273,227</b>	<b>276,802</b>	<b>-6.20%</b>	<b>1.31%</b>
Salaries	-	-	-	-	924,826	945,147	0.00%	2.20%
Benefits	-	-	-	-	355,343	371,179	0.00%	4.46%
Supplies	-	-	-	-	15,000	15,000	0.00%	0.00%
Intergovernmental	-	-	-	-	13,167	13,167	0.00%	0.00%
<b>Total Special Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,308,336</b>	<b>1,344,493</b>	<b>0.00%</b>	<b>2.76%</b>
Salaries	407,843	373,392	346,326	431,728	620,807	635,684	43.80%	2.40%
Benefits	132,680	122,992	123,653	150,681	232,388	243,012	54.23%	4.57%
Supplies	7,588	8,584	14,105	4,600	4,600	4,600	0.00%	0.00%
Services	28,753	20,354	13,361	20,022	71,089	53,684	255.05%	-24.48%
Intergovernmental	1,015,006	1,096,931	1,131,134	1,168,917	1,177,353	1,212,591	0.72%	2.99%
<b>Total Traffic</b>	<b>1,591,871</b>	<b>1,622,253</b>	<b>1,628,579</b>	<b>1,775,948</b>	<b>2,106,237</b>	<b>2,149,571</b>	<b>18.60%</b>	<b>2.06%</b>
<b>Total Police</b>	<b>\$ 17,855,697</b>	<b>\$ 17,481,118</b>	<b>\$ 18,026,812</b>	<b>\$ 18,726,049</b>	<b>\$ 19,427,613</b>	<b>\$ 19,715,917</b>	<b>3.75%</b>	<b>1.48%</b>

**Programs and Services, Continued**

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>11 - Fire By Type</b>								
Salaries	\$ 7,802,917	\$ 8,249,816	\$ 8,307,481	\$ 8,224,418	\$ 7,990,806	\$ 8,200,932	-2.84%	2.63%
Benefits	2,516,135	2,449,461	2,357,449	2,643,230	2,535,507	2,616,968	-4.08%	3.21%
Supplies	250,141	151,626	208,133	271,745	294,145	294,145	8.24%	0.00%
Services	794,159	1,008,122	1,212,523	1,186,202	1,237,343	1,228,398	4.31%	-0.72%
Intergovernmental	190,989	200,019	209,940	216,045	215,586	221,945	-0.21%	2.95%
Capital	-	7,934	-	-	200,000	200,000	0.00%	0.00%
<b>Total By Type</b>	<b>11,554,341</b>	<b>12,066,979</b>	<b>12,295,527</b>	<b>12,541,640</b>	<b>12,473,387</b>	<b>12,762,388</b>	<b>-0.54%</b>	<b>2.32%</b>

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>11 - Fire By Type</b>								
Salaries	7,056,990	7,463,759	7,314,234	7,209,250	7,189,704	7,370,830	-0.27%	2.52%
Extra Labor	14,530	5,124	3,925	-	-	-	0.00%	0.00%
Overtime	502,299	537,408	697,679	690,648	530,648	534,648	-23.17%	0.75%
Holiday Pay	229,098	243,525	291,643	324,520	270,454	295,454	-16.66%	9.24%
FICA	125,792	138,286	134,059	130,361	228,541	200,194	75.31%	-12.40%
LEOFF 2	443,961	480,121	405,229	464,710	422,493	431,031	-9.08%	2.02%
PERS	41,457	44,583	50,145	45,514	50,016	51,129	9.89%	2.22%
Industrial Insurance	285,581	283,231	303,537	404,145	386,816	422,619	-4.29%	9.26%
Medical,Dental,Life,Optical	1,619,344	1,503,239	1,464,479	1,598,500	1,447,641	1,511,996	-9.44%	4.45%
Unemployment Compensation	-	-	-	-	-	-	0.00%	0.00%
Uniform Clothing	-	-	-	-	-	-	0.00%	0.00%
Office & Operating Supplies	248,229	147,399	185,559	234,477	206,877	206,877	-11.77%	0.00%
Small Tools & Minor Equipment	1,912	4,228	22,575	37,268	87,268	87,268	134.16%	0.00%
Professional Services	48,678	36,161	95,359	81,000	81,000	81,000	0.00%	0.00%
Communication	38,989	41,241	41,630	32,170	32,170	32,170	0.00%	0.00%
Travel	10,822	12,512	14,896	7,000	7,000	7,000	0.00%	0.00%
Operating Rentals & Leases	380,507	484,771	606,307	602,262	672,616	654,151	11.68%	-2.75%
Insurance	90,000	173,286	191,453	190,615	190,402	199,922	-0.11%	5.00%
Public Utility Services	75,925	84,095	87,464	73,360	73,360	73,360	0.00%	0.00%
Repairs & Maintenance	58,796	54,338	40,285	41,921	36,921	36,921	-11.93%	0.00%
Miscellaneous	90,443	121,719	135,130	157,874	143,874	143,874	-8.87%	0.00%
Intergovernmental	190,989	200,019	209,940	216,045	215,586	221,945	-0.21%	2.95%
Capital	-	7,934	-	-	200,000	200,000	0.00%	0.00%
<b>Total By Type</b>	<b>\$ 11,554,341</b>	<b>\$ 12,066,979</b>	<b>\$ 12,295,527</b>	<b>\$ 12,541,640</b>	<b>\$ 12,473,387</b>	<b>\$ 12,762,388</b>	<b>-0.54%</b>	<b>2.32%</b>

**Programs and Services, Continued**

Fire By Division/By Type	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 449,925	\$ 422,392	\$ 448,052	\$ 451,501	\$ 453,783	\$ 467,133	0.51%	2.94%
Benefits	188,783	208,413	143,116	208,909	221,767	228,174	6.16%	2.89%
Supplies	10,908	8,667	12,230	10,877	10,877	10,877	0.00%	0.00%
Services	157,675	249,327	316,958	300,598	289,183	298,582	-3.80%	3.25%
Capital	-	7,934	-	-	200,000	200,000	0.00%	0.00%
<b>Total Administration</b>	<b>807,292</b>	<b>896,733</b>	<b>920,356</b>	<b>971,885</b>	<b>1,175,610</b>	<b>1,204,767</b>	<b>20.96%</b>	<b>2.48%</b>
Salaries	6,224,571	6,625,350	6,716,701	6,647,205	6,420,101	6,587,822	-3.42%	2.61%
Benefits	2,049,050	1,961,304	1,927,017	2,119,775	2,019,811	2,081,623	-4.72%	3.06%
Supplies	122,571	68,618	92,970	141,100	105,500	105,500	-25.23%	0.00%
Services	397,041	495,961	551,347	552,001	628,483	611,830	13.86%	-2.65%
<b>Total Suppression</b>	<b>8,793,233</b>	<b>9,151,233</b>	<b>9,288,034</b>	<b>9,460,081</b>	<b>9,173,895</b>	<b>9,386,774</b>	<b>-3.03%</b>	<b>2.32%</b>
Salaries	624,103	653,948	650,483	629,927	609,705	626,804	-3.21%	2.80%
Benefits	152,860	161,634	167,980	173,866	167,705	175,453	-3.54%	4.62%
Supplies	14,243	10,006	13,613	12,000	12,000	12,000	0.00%	0.00%
Services	35,262	39,105	35,464	38,087	45,243	45,011	18.79%	-0.51%
<b>Total Prevention</b>	<b>826,468</b>	<b>864,692</b>	<b>867,539</b>	<b>853,880</b>	<b>834,653</b>	<b>859,268</b>	<b>-2.25%</b>	<b>2.95%</b>
Salaries	247,653	291,479	252,197	258,187	263,642	269,763	2.11%	2.32%
Benefits	61,731	53,584	53,038	71,346	55,982	58,761	-21.53%	4.96%
Supplies	3,872	4,647	2,820	8,500	8,500	8,500	0.00%	0.00%
Services	65,984	93,953	119,877	128,654	111,658	113,600	-13.21%	1.74%
<b>Total Training</b>	<b>379,240</b>	<b>443,663</b>	<b>427,933</b>	<b>466,687</b>	<b>439,782</b>	<b>450,624</b>	<b>-5.77%</b>	<b>2.47%</b>
Supplies	13,695	14,173	19,781	28,500	28,500	28,500	0.00%	0.00%
Services	78,696	86,176	96,040	82,360	82,360	82,360	0.00%	0.00%
<b>Total Facilities</b>	<b>92,391</b>	<b>100,349</b>	<b>115,821</b>	<b>110,860</b>	<b>110,860</b>	<b>110,860</b>	<b>0.00%</b>	<b>0.00%</b>
Supplies	-	9,904	11,085	8,000	6,000	6,000	-25.00%	0.00%
Services	29,038	18,749	50,029	45,581	36,291	36,224	-20.38%	-0.18%
<b>Total Special Operations</b>	<b>29,038</b>	<b>28,653</b>	<b>61,114</b>	<b>53,581</b>	<b>42,291</b>	<b>42,224</b>	<b>-21.07%</b>	<b>-0.16%</b>
Salaries	256,665	256,647	240,049	237,598	243,575	249,410	2.52%	2.40%
Benefits	63,711	64,526	66,299	69,334	70,242	72,957	1.31%	3.86%
Supplies	38,680	6,863	24,858	36,268	96,268	96,268	165.44%	0.00%
Services	21,350	13,140	25,784	22,171	21,062	20,915	-5.00%	-0.70%
<b>Total Emergency Preparedness</b>	<b>380,406</b>	<b>341,177</b>	<b>356,990</b>	<b>365,371</b>	<b>431,147</b>	<b>439,549</b>	<b>18.00%</b>	<b>1.95%</b>
Supplies	46,172	28,748	30,777	26,500	26,500	26,500	0.00%	0.00%
Services	9,113	11,711	17,024	16,750	23,063	19,876	37.69%	-13.82%
Intergovernmental	190,989	200,019	209,940	216,045	215,586	221,945	-0.21%	2.95%
<b>Total Rescue &amp; Emergency Aid</b>	<b>246,274</b>	<b>240,478</b>	<b>257,741</b>	<b>259,295</b>	<b>265,149</b>	<b>268,321</b>	<b>2.26%</b>	<b>1.20%</b>
<b>Total Fire</b>	<b>\$ 11,554,341</b>	<b>\$ 12,066,979</b>	<b>\$ 12,295,527</b>	<b>\$ 12,541,640</b>	<b>\$ 12,473,387</b>	<b>\$ 12,762,388</b>	<b>-0.54%</b>	<b>2.32%</b>

**Programs and Services, Continued**

13 - Public Works By Type	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 2,732,877	\$ 2,611,012	\$ 2,474,280	\$ 2,834,174	\$ 2,924,726	\$ 3,013,501	3.20%	3.04%
Benefits	1,086,456	1,107,815	1,195,240	1,246,038	1,315,000	1,366,814	5.53%	3.94%
Supplies	369,506	347,309	295,098	425,700	311,100	314,125	-26.92%	0.97%
Services	2,377,459	2,531,440	2,512,696	2,519,778	2,752,519	2,582,129	9.24%	-6.19%
Intergovernmental	10	10	-	-	-	-	0.00%	0.00%
Capital	17,972	18,195	-	-	-	-	0.00%	0.00%
<b>Total By Type</b>	<b>6,584,280</b>	<b>6,615,781</b>	<b>6,477,313</b>	<b>7,025,690</b>	<b>7,303,346</b>	<b>7,276,569</b>	<b>3.95%</b>	<b>-0.37%</b>

13 - Public Works By Type	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	2,669,627	2,510,737	2,397,125	2,768,174	2,855,726	2,944,501	3.16%	3.11%
Extra Labor	44,048	57,408	36,704	45,000	45,000	45,000	0.00%	0.00%
Overtime	19,203	42,866	40,451	21,000	24,000	24,000	14.29%	0.00%
FICA	202,372	194,053	204,921	210,729	214,403	219,330	1.74%	2.30%
PERS	301,293	302,889	336,745	332,362	362,662	368,936	9.12%	1.73%
Industrial Insurance	54,621	50,039	60,264	75,160	73,396	81,061	-2.35%	10.44%
Medical,Dental,Life,Optical	513,812	556,252	580,936	622,212	658,940	691,886	5.90%	5.00%
Unemployment Compensation	10,891	1,334	6,273	-	-	-	0.00%	0.00%
Uniform Clothing	3,468	3,248	6,101	5,575	5,600	5,600	0.45%	0.00%
Office & Operating Supplies	355,538	330,410	280,396	408,250	293,650	296,675	-28.07%	1.03%
Small Tools & Minor Equipment	13,967	16,898	14,702	17,450	17,450	17,450	0.00%	0.00%
Professional Services	66,007	50,774	26,060	34,900	6,700	6,700	-80.80%	0.00%
Communication	9,998	12,710	9,162	13,450	16,350	16,350	21.56%	0.00%
Travel	648	3,794	4,096	4,700	4,300	4,300	-8.51%	0.00%
Advertising	463	-	1,500	1,500	-	-	-100.00%	0.00%
Operating Rentals & Leases	384,137	428,375	463,802	466,737	696,032	476,337	49.13%	-31.56%
Insurance	142,260	132,026	134,932	134,036	142,002	147,007	5.94%	3.52%
Public Utility Services	1,500,004	1,575,849	1,606,033	1,549,720	1,656,100	1,705,400	6.86%	2.98%
Repairs & Maintenance	259,562	305,885	225,872	279,500	198,000	193,000	-29.16%	-2.53%
Miscellaneous	14,380	22,028	41,238	35,235	33,035	33,035	-6.24%	0.00%
Intergovernmental Professional Svcs	-	-	-	-	-	-	0.00%	0.00%
Ext Taxes & Operating Assmnts	10	10	-	-	-	-	0.00%	0.00%
Capital	17,972	18,195	-	-	-	-	0.00%	0.00%
70 Other Debt	-	-	-	-	-	-	0.00%	0.00%
<b>Total By Type</b>	<b>\$ 6,584,280</b>	<b>\$ 6,615,781</b>	<b>\$ 6,477,313</b>	<b>\$ 7,025,690</b>	<b>\$ 7,303,346</b>	<b>\$ 7,276,569</b>	<b>3.95%</b>	<b>-0.37%</b>

**Programs and Services, Continued**

Public Works By Division/By Type	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 405,641	\$ 306,967	\$ 289,700	\$ 323,119	\$ 331,838	\$ 338,972	2.70%	2.15%
Benefits	119,692	95,833	108,371	102,924	119,547	123,490	16.15%	3.30%
Supplies	11,874	7,098	7,327	9,000	6,000	6,000	-33.33%	0.00%
Services	12,486	7,862	25,309	27,543	23,688	23,721	-14.00%	0.14%
<b>Total Administration</b>	<b>549,693</b>	<b>417,760</b>	<b>430,707</b>	<b>462,586</b>	<b>481,073</b>	<b>492,183</b>	<b>4.00%</b>	<b>2.31%</b>
Salaries	254,783	257,836	201,512	264,410	248,285	259,500	-6.10%	4.52%
Benefits	106,366	113,856	111,365	120,299	119,940	125,870	-0.30%	4.94%
Supplies	2,427	758	3,579	5,000	5,000	5,000	0.00%	0.00%
Services	13,538	10,849	14,349	15,494	17,802	16,271	14.90%	-8.60%
<b>Total Maintenance Administration</b>	<b>377,114</b>	<b>383,299</b>	<b>330,804</b>	<b>405,203</b>	<b>391,027</b>	<b>406,641</b>	<b>-3.50%</b>	<b>3.99%</b>
Salaries	348,245	265,171	223,452	427,967	426,828	442,435	-0.27%	3.66%
Benefits	119,165	91,827	130,687	169,962	192,391	200,751	13.20%	4.35%
Supplies	6,669	11,698	9,421	8,000	8,000	8,000	0.00%	0.00%
Services	88,124	64,570	50,486	54,448	27,610	25,854	-49.29%	-6.36%
Capital	-	6,890	-	-	-	-	0.00%	0.00%
<b>Total Engineering</b>	<b>562,204</b>	<b>440,156</b>	<b>414,047</b>	<b>660,377</b>	<b>654,829</b>	<b>677,040</b>	<b>-0.84%</b>	<b>3.39%</b>
Salaries	332,192	353,926	324,800	349,902	374,975	382,841	7.17%	2.10%
Benefits	133,825	145,149	143,247	151,295	156,354	162,145	3.34%	3.70%
<b>Total Development Services</b>	<b>466,017</b>	<b>499,075</b>	<b>468,048</b>	<b>501,197</b>	<b>531,329</b>	<b>544,986</b>	<b>6.01%</b>	<b>2.57%</b>
Salaries	549,985	582,536	611,915	595,517	638,557	658,359	7.23%	3.10%
Benefits	251,060	255,421	279,369	285,320	288,271	301,251	1.03%	4.50%
Supplies	88,303	77,400	80,833	93,200	78,200	78,200	-16.09%	0.00%
Services	841,935	922,815	847,671	872,647	885,327	869,198	1.45%	-1.82%
Intergovernmental	1	-	-	-	-	-	0.00%	0.00%
<b>Total Facility Maintenance</b>	<b>1,731,284</b>	<b>1,838,172</b>	<b>1,819,787</b>	<b>1,846,684</b>	<b>1,890,354</b>	<b>1,907,008</b>	<b>2.36%</b>	<b>0.88%</b>
Salaries	842,030	844,576	822,901	873,259	904,244	931,393	3.55%	3.00%
Benefits	356,347	405,729	422,201	416,238	438,497	453,307	5.35%	3.38%
Supplies	260,232	250,354	193,938	310,500	213,900	216,925	-31.11%	1.41%
Services	1,421,377	1,525,345	1,574,882	1,549,646	1,798,092	1,647,085	16.03%	-8.40%
Intergovernmental	10	10	-	-	-	-	0.00%	0.00%
Capital	17,972	11,305	-	-	-	-	0.00%	0.00%
<b>Total Street Maintenance</b>	<b>2,897,968</b>	<b>3,037,318</b>	<b>3,013,921</b>	<b>3,149,643</b>	<b>3,354,733</b>	<b>3,248,710</b>	<b>6.51%</b>	<b>-3.16%</b>
<b>Total Public Works</b>	<b>\$ 6,584,280</b>	<b>\$ 6,615,781</b>	<b>\$ 6,477,313</b>	<b>\$ 7,025,690</b>	<b>\$ 7,303,346</b>	<b>\$ 7,276,569</b>	<b>3.95%</b>	<b>-0.37%</b>

### Support Services

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>Administrative Services By Type</b>								
Salaries	\$ 829,539	\$ 893,302	\$ 867,689	\$ 969,965	\$ 957,494	\$ 1,005,702	-1.29%	5.03%
Benefits	299,368	326,292	338,846	387,921	377,402	396,637	-2.71%	5.10%
Supplies	31,957	19,403	27,780	27,205	23,888	23,888	-12.19%	0.00%
Professional Services	728,803	727,775	730,067	807,103	752,725	752,725	-6.74%	0.00%
<b>Total By Type</b>	<b>\$ 1,889,669</b>	<b>\$ 1,966,773</b>	<b>\$ 1,964,382</b>	<b>\$ 2,192,194</b>	<b>\$ 2,111,509</b>	<b>\$ 2,178,952</b>	<b>-3.68%</b>	<b>3.19%</b>

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>04 -Administrative Services</b>								
Salaries	\$ 822,699	\$ 889,492	\$ 861,466	\$ 957,933	\$ 946,494	\$ 994,702	-1.19%	5.09%
Extra Labor	6,840	3,810	6,223	11,500	11,000	11,000	-4.35%	0.00%
Overtime	-	-	-	532	-	-	-100.00%	0.00%
FICA	59,728	64,943	65,246	70,752	73,260	76,995	3.55%	5.10%
PERS	90,384	102,661	111,290	115,015	120,574	126,725	4.83%	5.10%
Industrial Insurance	2,585	2,545	2,783	3,903	3,605	3,956	-7.62%	9.74%
Medical, Dental, Life, Optical	146,672	156,144	159,527	198,251	179,962	188,961	-9.22%	5.00%
Office & Operating Supplies	25,426	19,403	27,780	21,705	23,888	23,888	10.06%	0.00%
Small Tools & Minor Equipment	6,532	-	-	5,500	-	-	-100.00%	0.00%
Professional Services	542,241	519,867	552,651	567,045	567,045	567,045	0.00%	0.00%
Communication	27,168	19,658	31,809	40,050	40,000	40,000	-0.12%	0.00%
Travel	4,105	8,044	5,509	7,500	6,500	6,500	-13.33%	0.00%
Advertising	6,541	3,170	6,526	11,250	8,500	8,500	-24.44%	0.00%
Operating Rentals & Leases	7,653	8,170	13,439	9,108	7,500	7,500	-17.65%	0.00%
Repairs & Maintenance	2,790	2,994	18,267	17,500	9,230	9,230	-47.26%	0.00%
Miscellaneous	138,304	165,871	101,866	154,650	113,950	113,950	-26.32%	0.00%
<b>Total Administrative Services</b>	<b>\$ 1,889,669</b>	<b>\$ 1,966,773</b>	<b>\$ 1,964,382</b>	<b>\$ 2,192,194</b>	<b>\$ 2,111,509</b>	<b>\$ 2,178,952</b>	<b>-3.68%</b>	<b>3.19%</b>

**Support Services, Continued**

Finance By Type	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 993,607	\$ 1,055,190	\$ 1,070,965	\$ 1,143,844	\$ 1,162,381	\$ 1,202,770	1.62%	3.47%
Benefits	376,194	416,263	423,361	470,776	456,842	476,143	-2.96%	4.22%
Supplies	32,309	20,280	45,427	24,000	23,100	23,100	-3.75%	0.00%
Services	735,518	916,354	1,058,201	1,094,396	1,028,872	1,045,171	-5.99%	1.58%
<b>Total By Type</b>	<b>\$ 2,137,628</b>	<b>\$ 2,408,087</b>	<b>\$ 2,597,954</b>	<b>\$ 2,733,016</b>	<b>\$ 2,671,196</b>	<b>\$ 2,747,184</b>	<b>-2.26%</b>	<b>2.84%</b>

05 -Finance	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries	\$ 986,137	\$ 1,032,821	\$ 1,002,848	\$ 1,074,555	\$ 1,127,381	\$ 1,167,770	4.92%	3.58%
Extra Labor	-	16,715	42,182	60,000	25,000	25,000	-58.33%	0.00%
Overtime	7,470	5,654	25,936	9,289	10,000	10,000	7.65%	0.00%
FICA	73,501	78,363	80,098	81,183	88,310	91,026	8.78%	3.08%
PERS	110,973	122,566	136,176	130,302	143,957	149,129	10.48%	3.59%
Industrial Insurance	3,265	3,076	4,002	4,676	4,752	5,173	1.62%	8.87%
Medical, Dental, Life, Optical	188,455	212,258	203,085	241,615	219,824	230,815	-9.02%	5.00%
Unemployment Compensation	-	-	-	13,000	-	-	-100.00%	0.00%
Office & Operating Supplies	26,306	16,378	39,950	19,000	18,100	18,100	-4.74%	0.00%
Small Tools & Minor Equipment	6,003	3,902	5,477	5,000	5,000	5,000	0.00%	0.00%
Professional Services	140,365	274,791	159,397	170,000	186,000	186,000	9.41%	0.00%
Communication	56	479	480	1,000	600	600	-40.00%	0.00%
Travel	4,591	9,065	8,402	10,000	8,000	8,000	-20.00%	0.00%
Operating Rentals & Leases	3,284	3,002	1,014	3,500	3,500	3,500	0.00%	0.00%
Insurance	338,539	353,462	395,672	399,096	394,872	408,409	-1.06%	3.43%
Repairs & Maintenance	59,781	147,712	77,777	68,900	78,900	81,662	14.51%	3.50%
Miscellaneous	188,902	127,844	415,457	441,900	357,000	357,000	-19.21%	0.00%
<b>Total Finance</b>	<b>\$ 2,137,628</b>	<b>\$ 2,408,087</b>	<b>\$ 2,597,954</b>	<b>\$ 2,733,016</b>	<b>\$ 2,671,196</b>	<b>\$ 2,747,184</b>	<b>-2.26%</b>	<b>2.84%</b>

Non-Departmental Expenses	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Transfer Out-Fund 103	\$ 200,000	\$ -	\$ -	\$ -	\$ 1,300,000	\$ 100,000	0.0%	-92.3%
Transfer Out-Fund 104	2,651,000	1,800,000	-	3,000,000	450,000	1,000,000	-85.0%	122.2%
Transfer Out-Fund 105	433,682	180,715	92,672	-	58,568	210,000	0.0%	258.6%
Proposed Debt	878,333	691,150	711,970	2,940,000	711,956	709,591	-75.8%	-0.3%
Transfer Out-Fund 208	-	-	119,513	246,000	402,100	402,100	63.5%	0.0%
Transfer Out-Fund 209	-	87,448	556,850	672,000	557,700	558,250	-17.0%	0.1%
Transfer Out-Fund 210	-	-	-	-	-	-	0.0%	0.0%
Transfer Out-Fund 211	811,100	809,900	809,100	809,100	810,900	-	0.2%	-100.0%
Transfer Out-Fund 212	-	-	-	-	-	-	0.0%	0.0%
Transfer Out-Fund 214	523,593	519,524	519,100	519,100	517,500	515,069	-0.3%	-0.5%
Transfer Out-Fund 216	-	-	-	-	-	-	0.0%	0.0%
Transfer Out-Fund 217	548,675	552,300	549,251	549,250	548,700	545,300	-0.1%	-0.6%
Transfers Out-Fund 218	113,130	113,130	113,131	113,130	113,130	113,130	0.0%	0.0%
Transfers Out-Fund 219	-	-	-	-	371,875	743,750	0.0%	100.0%
Transfers-Out Fund 301	-	122,190	88,190	122,000	19,600	21,950	-83.9%	12.0%
Transfer Out-Fund 303	200,000	200,000	200,000	200,000	200,000	200,000	0.0%	0.0%
Transfer Out-Fund 411	300,000	300,000	300,000	300,000	300,000	300,000	0.0%	0.0%
Transfer Out-Fund 611	-	-	-	-	-	-	0.0%	0.0%
<b>Non-Departmental Expenses</b>	<b>\$ 6,659,513</b>	<b>\$ 5,376,357</b>	<b>\$ 4,059,776</b>	<b>\$ 9,470,580</b>	<b>\$ 6,362,029</b>	<b>\$ 5,419,140</b>	<b>-32.8%</b>	<b>-14.8%</b>

**Support Services, *Continued***

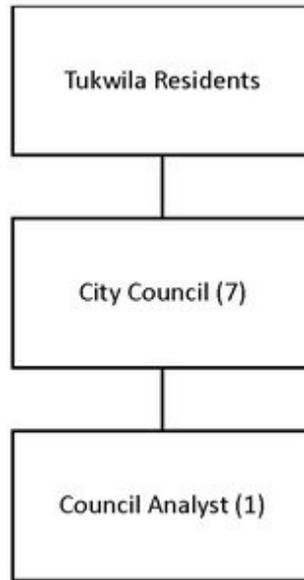
	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>Technology Services By Type</b>								
Salaries	\$ 699,550	\$ 806,005	\$ 902,489	\$ 889,178	\$ 945,558	\$ 982,086	6.34%	3.86%
Benefits	270,362	301,762	359,009	385,102	380,354	397,268	-1.23%	4.45%
Supplies	81,479	71,674	29,438	16,266	16,266	16,266	0.00%	0.00%
Services	457,354	767,211	703,450	773,125	691,755	688,944	-10.52%	-0.41%
Capital	7,064	48,303	46,590	-	10,000	10,000	0.00%	0.00%
<b>Total By Type</b>	<b>\$ 1,515,809</b>	<b>\$ 1,994,956</b>	<b>\$ 2,040,976</b>	<b>\$ 2,063,671</b>	<b>\$ 2,043,933</b>	<b>\$ 2,094,564</b>	<b>-0.96%</b>	<b>2.48%</b>

	Actual			Budget			Percentage Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>12 -Technology Services</b>								
Salaries	\$ 649,868	\$ 734,453	\$ 896,774	\$ 886,678	\$ 943,058	\$ 979,586	6.36%	3.87%
Extra Labor	1,057	4,147	2,500	2,500	2,500	2,500	0.00%	0.00%
Overtime	48,624	67,405	3,215	-	-	-	0.00%	0.00%
Overtime	52,418	59,259	66,817	64,905	70,766	73,386	9.03%	3.70%
FICA	3,488	-	-	-	-	-	0.00%	0.00%
PERS	64,421	95,573	111,497	106,354	119,768	124,408	12.61%	3.87%
Industrial Insurance	3,031	2,373	2,664	3,505	3,078	3,395	-12.19%	10.30%
Medical,Dental,Life,Optical	129,741	144,558	178,030	210,338	186,742	196,080	-11.22%	5.00%
Unemployment Compensation	17,264	-	-	-	-	-	0.00%	0.00%
Office & Operating Supplies	14,902	6,201	4,442	16,266	16,266	16,266	0.00%	0.00%
Small Tools & Minor Equipment	66,577	65,473	24,996	-	-	-	0.00%	0.00%
Professional Services	138,061	429,938	297,672	337,686	369,686	369,686	9.48%	0.00%
Communication	129,546	112,258	168,174	120,900	122,900	122,900	1.65%	0.00%
Travel	2,325	8,175	2,846	11,500	11,500	11,500	0.00%	0.00%
Operating Rentals & Leases	8,762	149,496	153,217	153,839	162,469	159,658	5.61%	-1.73%
Repairs & Maintenance	139,971	33,827	534	2,000	-	-	-100.00%	0.00%
Miscellaneous	38,689	33,516	81,007	147,200	25,200	25,200	-82.88%	0.00%
Machinery & Equipment	7,064	48,303	46,590	-	10,000	10,000	0.00%	0.00%
<b>Technology Services</b>	<b>\$ 1,515,809</b>	<b>\$ 1,994,956</b>	<b>\$ 2,040,976</b>	<b>\$ 2,063,671</b>	<b>\$ 2,043,933</b>	<b>\$ 2,094,564</b>	<b>-0.96%</b>	<b>2.48%</b>



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## City Council



**DEPARTMENT:** City Council (01)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Council President

**FUND NUMBER:** 000

### Description

The City Council is the legislative branch of the City government and is responsible for establishing policy through the passage of legislation, adoption of the biennial budget, approval of comprehensive plans and capital improvement programs, and other responsibilities as set forth by state law. Councilmembers also represent the City in regional intergovernmental affairs as well as through communications with state and federal legislators. Tukwila has a seven-member City Council, each elected at-large and serving a four-year term.

### 2017-2018 Accomplishments

- ◆ Hired a Program Management Quality Assurance (PMQA) consultant and convened a Bond Financial Oversight Committee to provide independent reporting and advice on accomplishing the goals of the Public Safety Plan.
- ◆ Adopted a citywide Equity Policy
- ◆ Adopted a Disadvantaged Business Enterprise and a Local Hiring Policy for the Public Safety Plan construction projects.
- ◆ Participated on over 25 external and regional boards, committees and commissions per year.

### 2019-2020 Outcome Goals

- ◆ Set policies and support programs that are in alignment with the City's mission, vision and strategic goals. **Strategic Goal 4.**
- ◆ Optimize the committee process to monitor and discuss the implementation of strategic goals, budget priorities, and work plan items. **Strategic Goal 4.**
- ◆ Foster robust civic engagement via participation at community gatherings and City outreach events. **Strategic Goal 5.**
- ◆ Maximize opportunities to engage diverse cultures within Tukwila. **Strategic Goal 5.**
- ◆ Work cooperatively with partners to address shared issues and concerns. **Strategic Goals 1 & 2.**
- ◆ Continue to review, improve and document Council processes and methods. **Strategic Goal 4.**

### 2019-2020 Indicators of Success

- ◆ City legislation, policies, and budget are adopted as appropriate and reflective of strategic goals.
- ◆ All Councilmembers regularly participate in community and City sponsored events.
- ◆ Robust participation on external and regional boards, committees and commissions.
- ◆ Council meetings are efficient, effective, and reflect responsiveness to the community.

**Budget Change Discussion**

**Salaries & Benefits** COLA and step increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement.

**Supplies & Services** Budget amounts were reduced to more closely reflect actual levels of expenditure.

**Department Detail**

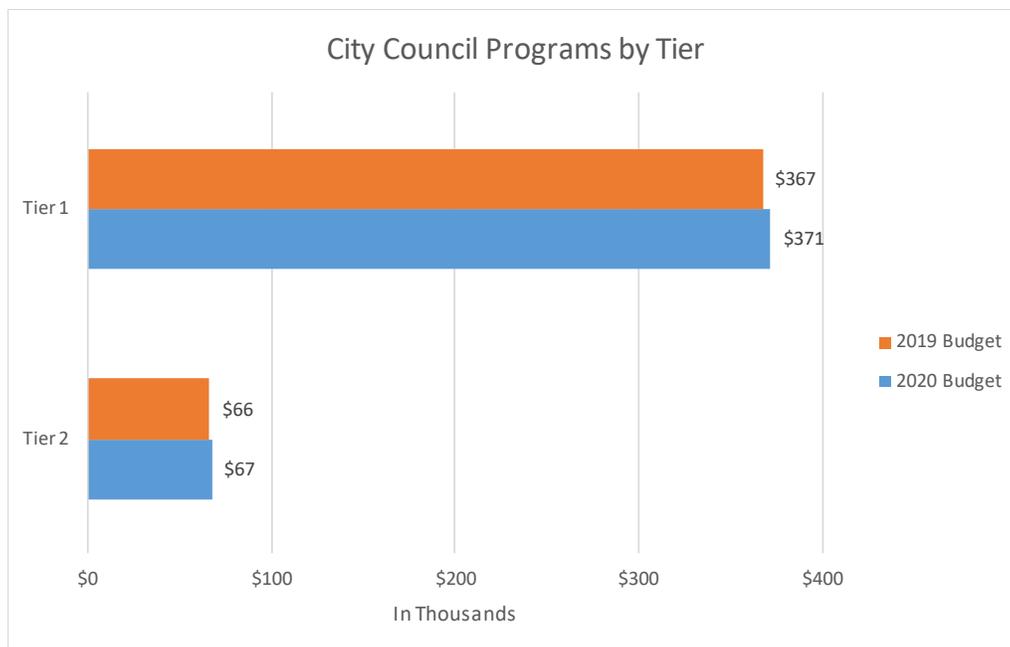
**Staffing and Expenditure by Program**

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Legislative Oversight	2.45	196,528	45.5%	198,485	45.3%	1.0%
Governmental Affairs and Appointments	1.95	91,283	21.1%	92,579	21.1%	1.4%
Budget Oversight	2.00	78,778	18.2%	80,256	18.3%	1.9%
Community Engagement and Events	1.6	65,522	15.2%	66,705	15.2%	1.8%
<b>PROGRAM TOTALS</b>	<b>8.00</b>	<b>432,111</b>	<b>100%</b>	<b>438,025</b>	<b>100%</b>	<b>1.4%</b>

*\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget. Therefore; no historical data is available.*

**Programs by Tier**

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Council fall into the top two tiers with 85% of the budget allocated to the top tier.



**Program Descriptions**

- ◆ Legislative Oversight: Study information and attend meetings to provide policy direction for City services.
- ◆ Governmental Affairs and Appointments: Liaise with other government entities. Includes travel and registrations to regional, state, and national boards.
- ◆ Budget Oversight: Study information and attend meetings to provide budget authority and fiscal policy direction for City services.
- ◆ Community Engagement and Events: Constituent relations, participation in local groups, and facilitation of special events.

**Expenditure Summary**

<b>City Council</b>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 193,841	\$ 199,439	\$ 205,968	\$ 201,663	\$ 210,657	\$ 212,760	4.46%	1.00%
Personnel Benefits	81,903	88,305	90,091	91,386	94,955	98,765	3.90%	4.01%
Supplies	3,925	1,899	3,802	4,370	3,500	3,500	-19.91%	0.00%
Services	47,764	66,733	117,973	132,900	123,000	123,000	-7.45%	0.00%
<b>Department Total</b>	<b>\$ 327,433</b>	<b>\$ 356,375</b>	<b>\$ 417,833</b>	<b>\$ 430,319</b>	<b>\$ 432,111</b>	<b>\$ 438,025</b>	<b>0.42%</b>	<b>1.37%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment.

<b>City Council</b>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Councilmembers	7	7	\$ 105,000	\$ 50,719	7	\$ 105,000	\$ 52,974
Council Analyst	1	1	105,657	44,236	1	107,760	45,791
<b>Department Total</b>	<b>8</b>	<b>8</b>	<b>\$ 210,657</b>	<b>\$ 94,955</b>	<b>8</b>	<b>\$ 212,760</b>	<b>\$ 98,765</b>

**Expenditure Detail – Supplies, Services and Other**

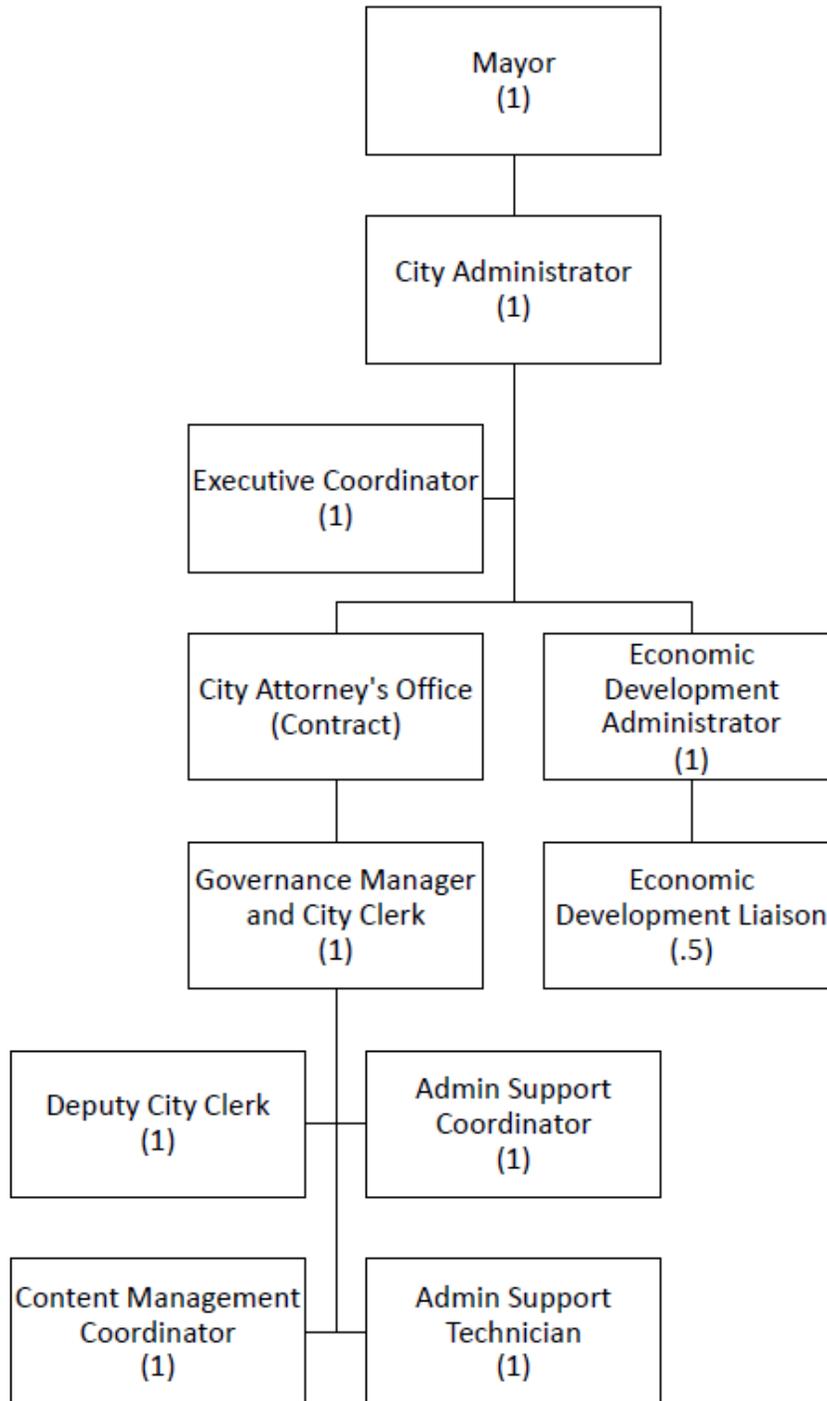
Supplies include office and other miscellaneous supplies. Professional services include retreat facilitator fees, travel expenses, memberships and dues among other items.

<i>City Council</i>							
Account Number	Actual			Budget			
	2016	2017	Projected 2018	2018	2019	2020	
000.01.511.600.31.00	Supplies - Office	\$ 3,180	\$ 927	\$ 2,882	\$ 3,370	\$ 2,000	\$ 2,000
000.01.511.600.31.43	Supplies - Meeting meals	745	972	420	500	1,000	1,000
000.01.511.600.31.44	Supplies - Training materials	-	-	500	500	500	500
<b>Total Supplies</b>		<b>3,925</b>	<b>1,899</b>	<b>3,802</b>	<b>4,370</b>	<b>3,500</b>	<b>3,500</b>
000.01.511.600.41.00	Prof Svcs - PMQA contract	1,865	24,000	76,500	76,500	76,500	76,500
000.01.511.600.42.00	Communication - Technology costs	4,514	4,194	4,905	6,000	6,000	6,000
000.01.511.600.43.00	Travel - Travel expenses for trng, mtgs, retreat: NLC, AWC, SCA, Chamber	30,988	28,326	25,128	40,000	30,000	30,000
000.01.511.600.49.44	Misc - Training registration	10,397	9,990	9,040	8,000	10,000	10,000
000.01.511.600.49.00	Misc - Memberships	-	223	2,400	2,400	500	500
<b>Total Services</b>		<b>47,764</b>	<b>66,733</b>	<b>117,973</b>	<b>132,900</b>	<b>123,000</b>	<b>123,000</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 51,689</b>	<b>\$ 68,632</b>	<b>\$ 121,775</b>	<b>\$ 137,270</b>	<b>\$ 126,500</b>	<b>\$ 126,500</b>



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### Mayor's Office



**DEPARTMENT:** Mayor (03)**FUND:** General**RESPONSIBLE MANAGER:** Allan Ekberg**FUND NUMBER:** 000**POSITION:** Mayor**Description**

The Mayor is the Chief Executive and Administrative Officer of the City, in charge of all departments and employees as set forth by RCW 35A.12.100. The Mayor has general supervision of the administration of all City government and all City interests. It is the Mayor's responsibility to prepare and submit to the City Council a proposed budget and to serve as the official and ceremonial head of the City. The Mayor is assisted with his duties by the City Administrator. The Mayor's Office encompasses Administration, the City Attorney's Office, the City Clerk's Office, Communications & Government Relations, Economic Development, and Human Services.

**2017-2018 Accomplishments**

- ◆ Completed the sale of phase 1 land for Tukwila Village to developer and celebrated the grand opening of two affordable senior apartment buildings, the new Tukwila Library, Kona Kai Coffee, the Sullivan Center, and plaza. Formed non-profit community organization to operate the Sullivan Center and plaza. **Strategic Goals 1, 3 & 5**
- ◆ Awarded designation of four census tracts as Opportunity Zones to attract investment through federal capital gains tax incentives. Began marketing the opportunity zones and facilitating development. **Strategic Goals 1, 3 & 5**
- ◆ Supported Forterra's purchase of the Knights Inn motel for eventual partnership with Abu Bakr Islamic Center to develop affordable apartments and small business spaces. **Strategic Goals 1, 2, 3 & 5**
- ◆ Supported business outreach and negotiations related to the Public Safety Plan. **Strategic Goals 1 & 3**
- ◆ Finished Phase 2 of the GET-IT project, which added SEPA/EPIC permit records from 1991-2009 to the Digital Records Center. **Strategic Goal 4**

**2019-2020 Outcome Goals**

- ◆ Sale of the second (and final) phase of Tukwila Village land and opening of the final two senior apartment buildings and mini-food hall/small business incubator. **Strategic Goals 1, 3 & 5**
- ◆ Sale of land to HealthPoint to develop a health and wellness facility providing primary medical care, dental care, behavioral health and other community services. **Strategic Goal 2**
- ◆ Facilitate private redevelopment along Tukwila International Boulevard. **Strategic Goals 1, 3 & 5**

- ◆ Facilitate private development in the Southcenter District with a focus around Tukwila pond. **Strategic Goals 1, 3 & 5**
- ◆ Implement online records request system through the City's Digital Records Center. **Strategic Goal 4**
- ◆ Finish GET-IT Phase 3 to include Public Works as-builts on the City's Digital Records Center. **Strategic Goal 4**
- ◆ Facilitate 2019 election with King County Elections, provide enhanced Open Public Meetings Act training to new and returning elected officials implementing new best practices. **Strategic Goal 4**

#### **2019-2020 Indicators of Success**

- ◆ Continued implementation of Strategic Plan goals including increased partnerships between the City, businesses, non-profits, and regional organizations, as well as enhanced leadership by staff ensuring that City policies and practices reflect Tukwila's diverse community.
- ◆ Tukwila Village land sale and construction is finished; land sale to HealthPoint is complete and construction has started.
- ◆ Improvement of the public records request process resulting in a reduction of time spent fulfilling requests.

**Department Detail**

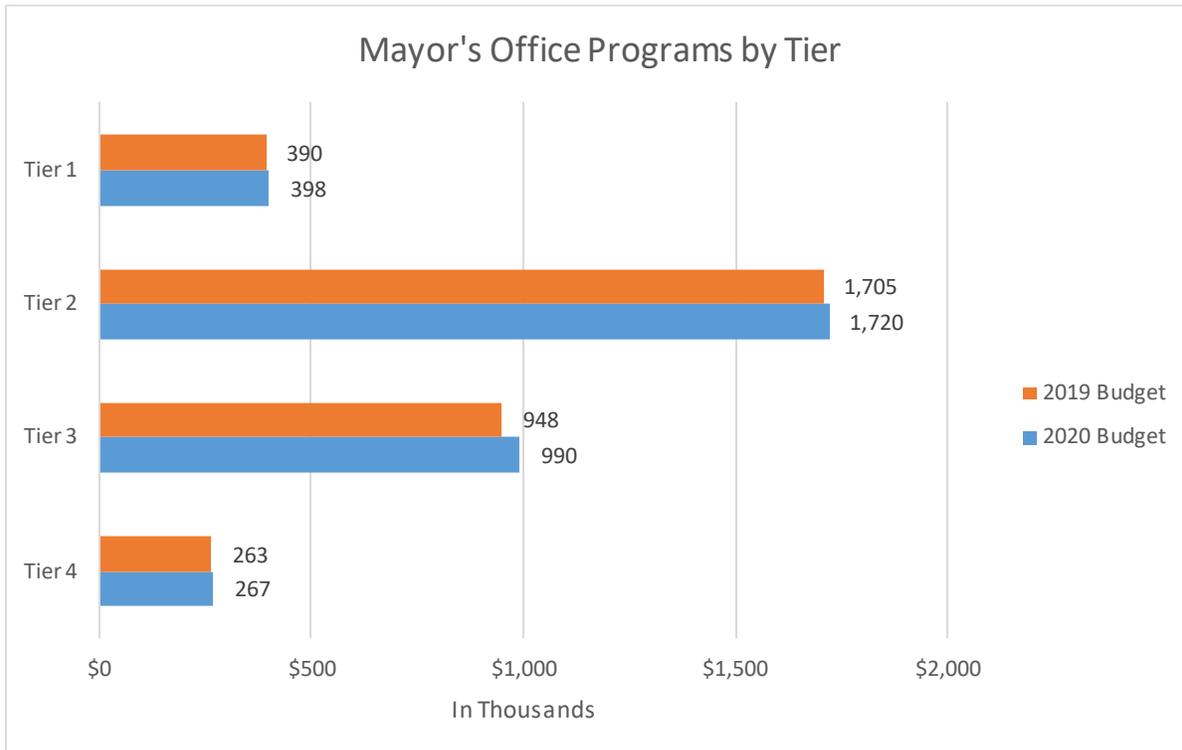
**Staffing and Expenditure by Program**

PROGRAMS	FTE	BUDGET				PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Public Defense Program	0.20	479,685	14.5%	481,193	14.3%	0.3%
Attorney Services	0.00	406,230	12.3%	406,230	12.1%	-
Prosecution Services	0.00	166,000	5.0%	166,000	4.9%	-
Digital Records Center	0.76	131,198	4.0%	134,917	4.0%	2.8%
Special Matters Services	0.00	128,500	3.9%	128,500	3.8%	-
Public Records Requests	0.61	120,899	3.7%	125,235	3.7%	3.6%
Required Citywide Functions	0.25	113,180	3.4%	114,402	3.4%	1.1%
Strategic Planning and Policy Implementation	0.30	111,619	3.4%	113,229	3.4%	1.4%
Community Representation	0.25	104,023	3.1%	105,984	3.2%	1.9%
Council Agenda/Meeting Functions	0.89	103,910	3.1%	108,783	3.2%	4.7%
Records Management	0.85	100,489	3.0%	104,410	3.1%	3.9%
Intergovernmental Relations	0.35	97,789	3.0%	100,449	3.0%	2.7%
Legislative Affairs Oversight	0.00	93,333	2.8%	93,333	2.8%	-
Commute Trip Reduction/Green Initiatives	0.00	91,000	2.8%	91,000	2.7%	-
Ordinance, Resolution & TMC Development	0.61	67,575	2.0%	70,314	2.1%	4.1%
Council Legislative Support	0.30	68,225	2.1%	69,727	2.1%	2.2%
City Clerk Division Administration	0.41	64,160	1.9%	65,938	2.0%	2.8%
City Property Development and Management	0.33	60,404	1.8%	61,738	1.8%	2.2%
Meeting Coordination, Scheduling, and Facilitation	0.30	57,187	1.7%	59,068	1.8%	3.3%
Boards, Commissions and Committees	0.10	54,188	1.6%	54,942	1.6%	1.4%
Essential Public Services	0.44	48,946	1.5%	50,793	1.5%	3.8%
Internal Communications	0.25	47,470	1.4%	48,812	1.5%	2.8%
Personnel	0.20	40,850	1.2%	41,815	1.2%	2.4%
Conferences/Training	0.10	37,475	1.1%	37,957	1.1%	1.3%
Legal/Public Notices	0.21	37,406	1.1%	38,462	1.1%	2.8%
Public Safety Plan	0.23	37,239	1.1%	38,078	1.1%	2.3%
Organizational Development and Training	0.15	36,982	1.1%	37,733	1.1%	2.0%
Elections/Voter Registration/Intergovernmental	0.01	33,328	1.0%	53,407	1.6%	60.2%
City Policy Development	0.18	32,035	1.0%	32,744	1.0%	2.2%
Regional Partnerships and Relationships	0.08	32,302	1.0%	32,679	1.0%	1.2%
Administration Essential Services	0.00	29,677	0.9%	8,441	0.3%	(71.6%)
Employee Recognition Program	0.10	28,240	0.9%	28,994	0.9%	2.7%
Emerging Issues & Opportunities	0.05	22,383	0.7%	22,591	0.7%	0.9%
Budgeting/Purchasing	0.10	20,970	0.6%	21,723	0.6%	3.6%
Accounts Payable	0.10	18,913	0.6%	19,329	0.6%	2.2%
Business & Development Attraction and Retention	0.08	18,530	0.6%	18,822	0.6%	1.6%
Destination Development	0.05	18,047	0.5%	18,216	0.5%	0.9%
Economic Development Administration	0.05	17,418	0.5%	17,626	0.5%	1.2%
City Scholarship	0.05	16,743	0.5%	17,120	0.5%	2.3%
Tukwila International Blvd Revitalization	0.08	14,291	0.4%	14,584	0.4%	2.0%
Resident Inquiries and Assistance	0.10	13,445	0.4%	14,199	0.4%	5.6%
Business Relationships and Satisfaction	0.08	13,122	0.4%	13,414	0.4%	2.2%
Citywide Strategic Goals	0.08	13,122	0.4%	13,414	0.4%	2.2%
Special Presentations	0.05	11,198	0.3%	11,411	0.3%	1.9%
Special Event Coordination	0.05	10,440	0.3%	10,817	0.3%	3.6%
Professional Services	0.00	10,000	0.3%	10,000	0.3%	-
Administration	0.03	8,257	0.2%	8,342	0.2%	1.0%
Records Retention, Management, Archiving, & Destruction	0.05	6,825	0.2%	7,202	0.2%	5.5%
Lodging Tax Applications Oversight & Support	0.03	3,665	0.1%	3,750	0.1%	2.3%
Marketing & Sales to Overnight Tourists	0.03	3,665	0.1%	3,750	0.1%	2.3%
Marketing & Sales to Day Tourists	0.03	3,665	0.1%	3,750	0.1%	2.3%
<b>PROGRAM TOTALS</b>	<b>9.5</b>	<b>3,306,243</b>	<b>100%</b>	<b>3,355,367</b>	<b>100%</b>	<b>1.5%</b>

\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget. Therefore; no historical data is available.

### Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by the Mayor’s Office fall into all four tiers with 63% of the budget allocated to the Tiers 1 and 2.



### Program Descriptions

Public Defense Program: Oversight of the Public Defense Program, processing invoices, reports, complaints. Prepares annual program report. Applies for grant funds to support the program. Oversight of Office of Public Defense Grant funds. Prepares reports as required.

Attorney Services: Contracted City Attorney services.

Prosecution Services: Contracted Prosecuting Attorney services.

Digital Records Center: Growth and development of system, microfilming and digitization, importing new record series, GET-IT, policies, training, new initiatives, maintenance costs.

Special Matters Services: Legal representation for matters not covered under Attorney Services.

Public Records Requests: Administration of City-wide process, handling all aspects of requests, database updates, JLARC reporting, risk mitigation.

Required Citywide Functions: Postage accounts, postage meter lease, recorded documents, plant care, participate on City committees & initiatives, administration.

Strategic Planning and Policy Implementation: Provide strategic direction, set goals, and evaluate policy choices to best serve the city; establish priorities, create workplans, monitor progress, evaluate and assess next steps.

Community Representation: Participation in a variety of community groups for the purposes of providing leadership; offering the city perspective; strengthening community ties; and fostering good relationships with Tukwila School District, Rotary, Chamber of Commerce.

Council Agenda/Meeting Functions: Administration, agenda production, agenda review and long-term planning, meeting facilitation, minutes, legislative history.

Records Management: Central files, contracts, records center, retention & destruction, archival transfers, staff training, risk mitigation & compliance, policy development, databases, security costs, program administration.

Intergovernmental Relations: Participation in a variety of organizations for the purposes of maintaining good relations and open communication with other organizations providing leadership and perspective on shared concerns and issues. Liaise with other governmental entities. Publicly support and recommend legislation that is deemed beneficial to the community.

Regional:	Sound Cities Association, King County City Managers/Administrators, Highline Forum
State:	Association of Washington Cities
Federal:	National League of Cities, International City/County Management Association, US Conference of Mayors

Legislative Affairs Oversight: Monitors contracts with federal and state lobbyists that assist the City in lobbying for legislative matters relevant to the City.

Commute Trip Reduction/Green Initiatives: Commute Trip Reduction Program incentives: ORCA cards, incentives for carpoolers and walkers/bicyclists.

Ordinance, Resolution & TMC Development: Legislation creation and review, amending and repealing documents, ongoing TMC development, administration.

Council Legislative Support: Oversees and coordinates with city staff in preparation for City Council meetings; Provide information to Council for their deliberation. Support and implement Council policy decisions. Also collects and monitors agenda items for Committee and Council meetings.

City Clerk Division Administration: Invoice payment, timecards, staff mtgs, Firemen's Pension Board, budgeting, supplies, copier costs, printing, training & travel, Administration.

City Property Development and Management: Coordinating development and managing specific city owned properties including the following:

- HealthPoint Health and Wellness Center
- Newporter site
- Tukwila Village

Meeting Coordination, Scheduling, and Facilitation: Organizes and conducts meetings for city staff as needed. Admin Team, bi-weekly meetings, retreats, cross-departmental teams.

Boards, Commissions and Committees: Provides support to City Boards and Commissions by assisting with appointments and monitoring terms of appointment and training requirements. Receive applications and compile memo for Mayor, schedule interviews, as requested, maintains a roster with all appointees and expiration dates, send memos for approved appointment for city council agenda, issue press releases, send thank you, regrets and/or congratulations letters to residents.

Essential Public Services: Accept claims, litigation appeals, petitions. Conduct bid openings, notary service, pet licensing, general counter inquiries, point of sale, central switchboard, mail distribution, research. Maintain logs and databases.

Internal Communications: Share the vision for the city administration, pertinent news, and other information. Assist other departments in the strategy, organization, coordination and implementation of inter-departmental city activities and programs. Make recommendations effecting change in programs, policy and established practices for communications.

Personnel: Appointment of Department Directors/staff members as outlined in the municipal code; advise Human Resources on personnel issues; review grievances per union contracts.

Conferences/Training: Represent the City at Conferences and receive training to stay current with the latest developments, skills, and new technologies available. Handle registration and travel arrangements (flight, hotel, transportation, meals, registration, etc.) for Mayor, City Administrator, and Government Relations Manager and Executive Assistant.

Legal/Public Notices: Legally required OPMA notices, publication, advertising bids, RFPs, RFQs, Special Meetings, Ordinance Summaries, Risk Mitigation & Compliance.

Public Safety Plan: Work on the public safety plan such as providing assistance to affected businesses

Organizational Development and Training: Offer training opportunities intended to expand the knowledge and effectiveness of staff to accomplish city goals.

Elections/Voter Registration: General and Special Elections, voter registration, oaths of office, election certificates, administration.

City Policy Development: General City policy work. Includes reviewing policy changes proposed by other departments, participating on policy development teams, and recommending policy changes.

Regional Partnerships: Participation in regional partnerships. Various boards and commissions the City serves on related to tourism.

Administration Essential Services: General office equipment costs such as copier maintenance and lease expense.

Employee Recognition Program: Oversight of the Employee Recognition Program including Annual Employee Awards, Longevity Awards and quarterly recognition events.

Emerging Issues & Opportunities: Work not previously identified in the work plan.

Budgeting/Purchasing: Budget oversight, supply and inventory maintenance, processing of invoices. Preparation of correspondence, memos, presentations. Oversight of scheduling for Mayor and City Administrator.

Accounts Payable: Processing and payment of vendor invoices.

Business & Development Attraction and Retention: Attracting businesses and developments to Tukwila. This includes staff time communicating with prospects and businesses considering moving or expanding, marketing materials, and related work.

Destination Development: Related to investments in the area to support tourism

Economic Development Administration: General administrative work.

City Scholarship: Oversight of the City Scholarship program for high school seniors. Advertises scholarship, coordinates with local schools, receives and reviews applications, schedules interviews as needed, administrative support to City Scholarship Committee, arranges for presentation of recommendations to City Council, coordinates with recipients to appear before City Council, prepares award letters, certificates and arranges for disbursement of funds to schools.

Tukwila International Blvd Revitalization: Work assisting the revitalization of Tukwila International Boulevard

Resident Inquiries and Assistance: Acts as the executive level of contact for resident inquiries and complaints. Directs and answers questions as needed including coordinate responses between departments. See Click Fix - respond to issues as assigned

Business Relationships and Satisfaction: Building and maintain relationships with businesses and includes attendance at business networking events, providing general assistance to businesses, and helping businesses resolve issues related to the City.

Citywide Strategic Goals: Staff time working on general citywide strategic goals

Special Presentations: Prepares and executes presentations to convey city progress.

Special Event Coordination: (Groundbreakings/Ribbon Cuttings, etc.) Attend meetings, assist with all aspects of planning, organization, sponsorship and promotion of events. Assist with set up and take down of events, send emails and/or letter invitations or informational items, compile all necessary resources (reading material, presenters, location, food, etc.), any necessary purchases, coordinate with other agencies/businesses, get promotional materials designed and made.

Professional Services: Courier services, court filing fees, investigations, temporary assistance.

Administration: General administrative costs.

Records Retention, Management, Archiving, & Destruction: Retains, manages, archives and disposes of records. Provides upkeep and organizes ongoing electronic files for ease of use.

Lodging Tax Applications Oversight & Support: Administration oversight of third-party funding requests

Marketing & Sales to Overnight Tourists: Funding third parties and city activities involved in marketing for overnight guests.

Marketing & Sales to Day Tourists: Funding of third parties and city activities involving day visitors.

**Budget Change Discussion:**

**Salaries & Benefits** COLA increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement.

**Supplies and Services** Over \$100,000 of cuts were made to the Services category. Funds budgeted for the contracted Public Defender were decreased to bring the budget in line with the attorney’s actual caseload. Funds for other professional services, special matters, and office supplies were also reduced while balancing the budget.

**Expenditure Summary**

<i>Mayor</i>								
Expenditures By Division	Actual			Budget			Percent Change	
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20
			2018					
Administration	\$ 1,398,829	\$ 1,428,586	\$ 1,385,058	\$ 1,470,084	\$ 1,452,322	\$ 1,470,106	-1.21%	1.22%
Economic Development	439,617	384,226	371,600	381,890	313,227	319,082	-17.98%	1.87%
City Clerk	750,259	655,802	728,366	779,453	790,425	815,910	1.41%	3.22%
Attorney (Contracted)	530,725	664,913	871,964	983,185	710,730	710,730	-27.71%	0.00%
Equity & Social Justice Comm.	4,643	3,409	3,475	9,675	6,000	6,000	-37.98%	0.00%
Planning Commission	725	1,079	3,547	3,750	2,750	2,750	-26.67%	0.00%
Arts Commission	21,245	25,903	25,349	26,000	23,500	23,500	-9.62%	0.00%
Parks Commission	2,336	3,208	2,251	3,688	3,288	3,288	-10.85%	0.00%
Library Advisory Board	3,501	3,528	3,326	5,000	4,000	4,000	-20.00%	0.00%
<b>Department Total</b>	<b>\$ 3,151,882</b>	<b>\$ 3,170,654</b>	<b>\$ 3,394,936</b>	<b>\$ 3,662,725</b>	<b>\$ 3,306,242</b>	<b>\$ 3,355,367</b>	<b>-9.73%</b>	<b>1.49%</b>

<i>Mayor</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20
			2018					
Salaries & Wages	\$ 1,026,479	\$ 960,332	\$ 1,035,368	\$ 1,047,432	\$ 1,037,503	\$ 1,069,915	-0.95%	3.12%
Personnel Benefits	372,469	375,013	400,858	401,796	400,020	416,132	-0.44%	4.03%
Supplies	44,612	42,045	49,629	54,856	48,531	48,531	-11.53%	0.00%
Services	1,613,375	1,744,573	1,871,931	2,121,641	1,763,188	1,763,789	-16.90%	0.03%
Intergovt. Svcs & Taxes	38,247	42,425	37,150	37,000	57,000	57,000	54.05%	0.00%
Capital Outlays	56,700	6,265	-	-	-	-	0.00%	0.00%
<b>Department Total</b>	<b>\$ 3,151,882</b>	<b>\$ 3,170,654</b>	<b>\$ 3,394,936</b>	<b>\$ 3,662,725</b>	<b>\$ 3,306,242</b>	<b>\$ 3,355,367</b>	<b>-9.73%</b>	<b>1.49%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Mayor</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Mayor	1	1	\$ 110,770	\$ 53,985	1	\$ 112,992	\$ 56,034
City Administrator	1	1	183,748	59,999	1	187,320	61,801
Economic Development Admin	1	1	150,096	39,035	1	153,336	39,957
Executive Assistant	1	1	91,765	40,637	1	97,089	42,850
Economic Dev. Liaison	1	0.5	55,457	17,847	0.5	56,586	18,411
City Clerk	1	1	120,159	42,514	1	127,770	45,001
Deputy City Clerk	1	1	74,849	28,017	1	79,048	29,541
Admin Support Technician	1	1	61,589	37,790	1	63,101	39,376
Admin Support Coordinator	2	2	141,070	71,617	2	144,673	74,531
Extra Labor			48,000	8,581		48,000	8,629
<b>Department Total</b>	<b>10</b>	<b>9.5</b>	<b>\$ 1,037,503</b>	<b>\$ 400,020</b>	<b>9.5</b>	<b>\$ 1,069,915</b>	<b>\$ 416,132</b>

### Expenditure Detail - Supplies, Services, and Other

Supplies include small tools and equipment. Services include travel, equipment replacement and O&M charges, insurance subscriptions and memberships, among others.

<b>Mayor</b>						
<b>Account Name</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Salaries	\$ 1,021,611	\$ 947,846	\$ 995,015	\$ 994,432	\$ 989,503	\$ 1,021,915
Extra Labor	4,868	12,486	40,353	53,000	48,000	48,000
FICA	74,203	71,397	78,730	73,725	75,110	77,150
Pension	110,306	111,503	128,533	118,947	129,435	133,550
Industrial Insurance	3,103	3,102	2,904	3,996	3,952	4,334
Healthcare	184,858	189,012	190,690	205,128	191,523	201,099
<b>Total Salaries &amp; Benefits</b>	<b>1,398,948</b>	<b>1,335,345</b>	<b>1,436,226</b>	<b>1,449,228</b>	<b>1,437,524</b>	<b>1,486,047</b>
Supplies	41,826	42,045	49,629	54,856	48,531	48,531
Small tools	2,787	-	-	-	-	-
<b>Total Supplies</b>	<b>44,612</b>	<b>42,045</b>	<b>49,629</b>	<b>54,856</b>	<b>48,531</b>	<b>48,531</b>
Professional services	1,221,890	1,388,271	1,495,939	1,705,730	1,379,230	1,379,230
Communication	68,707	64,628	66,775	72,600	66,600	66,600
Travel	20,881	16,961	22,185	37,050	30,000	30,000
Advertising	4,610	11,305	10,117	14,750	14,750	14,750
Operating leases	28,835	36,828	38,557	38,126	38,873	37,474
Repair and maintenance	50,203	22,534	29,473	31,860	29,360	29,360
Miscellaneous	256,496	246,472	246,035	258,525	261,375	263,375
<b>Total Services</b>	<b>1,651,622</b>	<b>1,786,999</b>	<b>1,909,081</b>	<b>2,158,641</b>	<b>1,820,188</b>	<b>1,820,789</b>
Capital	56,700	6,265	-	-	-	-
<b>Total Other</b>	<b>56,700</b>	<b>6,265</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Mayor</b>	<b>\$ 3,151,882</b>	<b>\$ 3,170,654</b>	<b>\$ 3,394,936</b>	<b>\$ 3,662,725</b>	<b>\$ 3,306,243</b>	<b>\$ 3,355,367</b>

**DEPARTMENT:** Mayor’s Office (03)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Allan Ekberg

**DIVISION:** Administration  
**FUND NUMBER:** 000  
**POSITION:** Mayor

**Description**

The Mayor is the Chief Executive and Administrative Officer of the City, in charge of all departments and employees as set forth by RCW 35A.12.100. The Mayor has general supervision of the administration of all City government and all City interests. It is the Mayor’s responsibility to prepare and submit to the City Council a proposed budget and to serve as the official and ceremonial head of the City. The Mayor is assisted with his duties by the City Administrator. The Mayor’s Office encompasses Administration, the City Attorney’s Office, the City Clerk’s Office, Communications & Government Relations, Economic Development, and Human Services.

**Expenditure Summary**

<i>Mayor - Administration</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 350,742	\$ 361,124	\$ 372,912	\$ 368,565	\$ 391,283	\$ 402,401	6.16%	2.84%
Personnel Benefits	136,142	145,413	153,139	150,143	155,116	161,181	3.31%	3.91%
Supplies	17,845	11,068	13,510	17,200	15,000	15,000	-12.79%	0.00%
Services	855,853	862,290	808,347	897,176	833,923	834,524	-7.05%	0.07%
Intergovt. Services & Taxes	38,247	42,425	37,150	37,000	57,000	57,000	54.05%	0.00%
Capital Outlays	-	6,265	-	-	-	-	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$1,398,829</b>	<b>\$1,428,586</b>	<b>\$1,385,058</b>	<b>\$1,470,084</b>	<b>\$1,452,322</b>	<b>\$1,470,106</b>	<b>-1.21%</b>	<b>1.22%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Mayor's Office - Administration</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Mayor	1	1	\$ 110,770	\$ 53,985	1	\$ 112,992	\$ 56,034
City Administrator	1	1	183,748	59,999	1	187,320	61,801
Executive Assistant	1	1	91,765	40,637	1	97,089	42,850
Extra Labor			5,000	496		5,000	496
<b>Department Total</b>	<b>3</b>	<b>3</b>	<b>\$ 391,283</b>	<b>\$ 155,116</b>	<b>3</b>	<b>\$ 402,401</b>	<b>\$ 161,181</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies includes office supplies and meals for meetings. Services include public defender costs, consulting, travel, memberships, among others; intergovernmental includes election and voter registration costs, among others.

<b>Mayor - Administration</b>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.03.512.500.31.00 Supplies - Office	\$ -	\$ 549	\$ -	\$ -	\$ -	\$ -
000.03.513.100.31.00 Supplies - Office	14,196	5,158	8,801	12,200	10,000	10,000
000.03.513.100.31.43 Supplies - Meeting Meals	3,649	5,361	4,710	5,000	5,000	5,000
<b>Total Supplies</b>	<b>17,845</b>	<b>11,068</b>	<b>13,510</b>	<b>17,200</b>	<b>15,000</b>	<b>15,000</b>
000.03.512.500.41.00 Prof Svcs - Public Defender Costs	462,135	451,038	426,702	477,000	453,000	453,000
000.03.513.100.41.01 Prof Svcs -POEL	32,416	13,058	2,500	-	-	-
000.03.513.100.41.02 Prof Svcs -Strategic Plan, Washington DC consultants	121,714	157,152	125,622	180,000	140,000	140,000
000.03.513.100.41.04 Prof Svcs -Scholarships	13,000	10,000	10,000	10,000	10,000	10,000
000.03.513.100.42.00 Communication - Telecom chgs	-	413	597	-	-	-
000.03.513.100.43.00 Travel - Travel for NLC, AWC conferences, SWKC Chamber events, etc.	13,849	13,836	17,801	20,000	20,000	20,000
000.03.513.100.45.00 Rental - Operating Rentals and leases	2,589	3,048	1,812	2,600	2,600	2,600
000.03.513.100.45.94 Rental-Equipment Replacement Fund	2,662	591	591	591	1,827	591
000.03.513.100.45.95 Rental - Equipment Rental O&M	17,836	18,242	22,735	22,735	22,246	22,083
000.03.513.100.48.00 R&M - Repairs for 1 copier and 2 printers	1,668	-	3,250	3,250	3,250	3,250
000.03.513.100.49.00 Misc - Community recognition	10,562	819	2,890	5,500	5,500	5,500
000.03.513.100.49.01 Misc - Memberships in various national, state, and local organizations and subscriptions	61,268	60,531	64,350	65,000	65,000	67,000
000.03.513.100.49.03 Misc - Employee appreciation	19,814	26,196	18,600	15,000	15,000	15,000
000.03.513.100.49.05 Misc - Registrations: AWC and NLC meetings, other meetings and training	4,885	4,693	4,489	4,500	4,500	4,500
000.03.513.100.49.51 Misc - Carpool subsidies	-	100	-	-	-	-
000.03.513.100.49.56 Misc - Green initiatives	91,456	102,573	106,408	91,000	91,000	91,000
<b>Total Services</b>	<b>855,853</b>	<b>862,290</b>	<b>808,347</b>	<b>897,176</b>	<b>833,923</b>	<b>834,524</b>
000.03.513.100.49.10 Taxes & Assmnts - Excise tax	1	1	0	-	20,000	20,000
000.03.514.900.41.51 Intergvmntl Prof Svcs - Election costs	33,109	37,235	32,032	32,000	32,000	32,000
000.03.573.900.41.51 Intergvmntl Prof Svcs - Liquor profits excise tax	5,137	5,190	5,117	5,000	5,000	5,000
<b>Total Intergovernmental</b>	<b>38,247</b>	<b>42,425</b>	<b>37,150</b>	<b>37,000</b>	<b>57,000</b>	<b>57,000</b>
000.03.594.130.64.00 Capital - Machinery & Equipment	-	6,265	-	-	-	-
<b>Total Other</b>	<b>-</b>	<b>6,265</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 911,944</b>	<b>\$ 922,048</b>	<b>\$ 859,007</b>	<b>\$ 951,376</b>	<b>\$ 905,923</b>	<b>\$ 906,524</b>

**DEPARTMENT:** Mayor (03)  
**FUND:** General  
**RESPONSIBLE MANAGER:** David Cline

**DIVISION:** Planning Commission  
**FUND NUMBER:** 000  
**POSITION:** City Administrator

**Description**

The Planning Commission consists of seven members. The mission of the Planning Commission is to conduct public hearings on and decide land use applications or forward recommendations to the City Council. The Planning Commission also serves as the Board of Architectural Review, which reviews the design of commercial and multi-family developments. It also reviews and makes recommendations regarding the Comprehensive Plan and Zoning Regulations.

**Expenditure Summary**

<i>Mayor - Planning Commission</i>									
Expenditures By Type	Actual			Budget			Percent Change		
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20	
			2018						
Supplies	\$ 154	\$ 234	\$ 1,563	\$ 1,000	\$ 1,000	\$ 1,000	0.00%	0.00%	
Services	571	845	1,984	2,750	1,750	1,750	-36.36%	0.00%	
<b>Expenditure Total</b>	<b>\$ 725</b>	<b>\$ 1,079</b>	<b>\$ 3,547</b>	<b>\$ 3,750</b>	<b>\$ 2,750</b>	<b>\$ 2,750</b>	<b>-26.67%</b>	<b>0.00%</b>	

**Expenditure Detail - Supplies, Services, and Other**

Supplies includes miscellaneous office supplies. Services include travel, registration memberships, among others.

<i>Mayor - Planning Commission</i>									
Account Number	Actual			Budget					
	2016	2017	Projected	2018	2019	2020	2018	2019	2020
			2018						
000.03.558.600.31.00 Supplies - Office & Operating	\$ 154	\$ 234	\$ 1,563	\$ 1,000	\$ 1,000	\$ 1,000			
<b>Total Supplies</b>	<b>154</b>	<b>234</b>	<b>1,563</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>			
000.03.558.600.41.00 Prof Svcs	121	-	-	-	-	-			
000.03.558.600.43.00 Travel - Meals, mileage, parking for State APA conference, training, meetings	-	-	-	500	500	500			
000.03.558.600.49.00 Misc - APA memberships for 7 commissioners, plus misc expenses	450	845	1,984	2,250	1,250	1,250			
<b>Total Services</b>	<b>571</b>	<b>845</b>	<b>1,984</b>	<b>2,750</b>	<b>1,750</b>	<b>1,750</b>			
<b>Total Supplies, Services and Other</b>	<b>\$ 725</b>	<b>\$ 1,079</b>	<b>\$ 3,547</b>	<b>\$ 3,750</b>	<b>\$ 2,750</b>	<b>\$ 2,750</b>			

**DEPARTMENT:** Mayor (03)  
**FUND:** General  
**RESPONSIBLE MANAGER:** David Cline

**DIVISION:** Equity & Social Justice Commission  
**FUND NUMBER:** 000  
**POSITION:** City Administrator

**Description**

The City of Tukwila will identify and implement strategies to involve more families and children of color and other diverse populations in school and community activities. These strategies include:

- ◆ Promote education and understanding that accepts, appreciates, and celebrates diversity, and strives to eliminate prejudice and discrimination in the Tukwila community.
- ◆ Provide information, communication, and forums for better understanding and acceptance of ethnic and cultural differences.
- ◆ Bring together all citizens for the purpose of making them feel welcome and part of the community.

The Commission is made up of nine members and one student representative appointed by the Mayor and confirmed by the City Council.

**Expenditure Summary**

<i>Mayor - Equity &amp; Social Justice Comm.</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Supplies	\$ -	\$ 785	\$ 1,625	\$ 1,625	\$ 500	\$ 500	-69.23%	0.00%
Services	4,643	2,624	1,850	8,050	5,500	5,500	-31.68%	0.00%
<b>Expenditure Total</b>	<b>\$ 4,643</b>	<b>\$ 3,409</b>	<b>\$ 3,475</b>	<b>\$ 9,675</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>-37.98%</b>	<b>0.00%</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies includes miscellaneous office supplies. Services include program costs including grants, among others.

<i>Mayor - Equity and Social Justice Commission</i>								
Account Number	Actual			Budget				
	2016	2017	Projected 2018	2018	2019	2020		
000.03.513.203.31.00 Supplies - Office & Operating	\$ -	\$ 785	\$ 1,200	\$ 1,200	\$ 75	\$ 75		
000.03.513.204.31.00 Supplies - Office & Operating	-	-	425	425	425	425		
<b>Total Supplies</b>	<b>-</b>	<b>785</b>	<b>1,625</b>	<b>1,625</b>	<b>500</b>	<b>500</b>		
000.03.513.204.41.00 Prof Svcs - Translation services, tour planning agency fees	-	-	-	500	-	-		
000.03.513.204.43.00 Travel	4,113	-	50	5,050	-	-		
000.03.513.203.49.00 Misc - Equity & Social Justice Commission program costs including grants	30	2,624	1,800	2,000	5,000	5,000		
000.03.513.204.49.00 Misc - Registrations	500	-	-	500	500	500		
<b>Total Services</b>	<b>4,643</b>	<b>2,624</b>	<b>1,850</b>	<b>8,050</b>	<b>5,500</b>	<b>5,500</b>		
<b>Total Supplies, Services and Other</b>	<b>\$ 4,643</b>	<b>\$ 3,409</b>	<b>\$ 3,475</b>	<b>\$ 9,675</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>		

**DEPARTMENT:** Mayor (03)  
**FUND:** General  
**RESPONSIBLE MANAGER:** David Cline

**DIVISION:** Arts Commission  
**FUND NUMBER:** 000  
**POSITION:** City Administrator

**Description**

The mission of the Tukwila is to promote all artistic and cultural activities within the City for the ultimate enjoyment of visual and performing arts by our residents, businesses, and visitors.

The Commission is made up of 5-7 members and one student representative.

**Expenditure Summary**

<i>Mayor - Arts Commission</i>									
Expenditures By Type	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Supplies	\$ 6,494	\$ 11,454	\$ 12,184	\$ 9,035	\$ 9,035	\$ 9,035	0.00%	0.00%	
Services	14,751	14,449	13,165	16,965	14,465	14,465	-14.74%	0.00%	
<b>Expenditure Total</b>	<b>\$ 21,245</b>	<b>\$ 25,903</b>	<b>\$ 25,349</b>	<b>\$ 26,000</b>	<b>\$ 23,500</b>	<b>\$ 23,500</b>	<b>-9.62%</b>	<b>0.00%</b>	

**Expenditure Detail - Supplies, Services, and Other**

Supplies include office supplies and small tools. Services include advertising, grants, repair & maintenance of art work, memberships, and registrations, among others.

<i>Mayor - Arts Commission</i>									
Account Number	Actual			Budget					
	2016	2017	Projected 2018	2018	2019	2020			
000.03.573.200.31.00 Supplies - Office & Operating	\$ 3,707	\$ 6,325	\$ 2,536	\$ 1,000	\$ 1,000	\$ 1,000			
000.03.573.200.31.01 Supplies - Special Projects	-	5,130	9,647	8,035	8,035	8,035			
000.03.573.200.31.02 Supplies - Community Programs, Events, and Outreach	-	-	-	-	-	-			
000.03.573.200.35.00 Small Tools -Instruments	2,787	-	-	-	-	-			
<b>Total Supplies</b>	<b>6,494</b>	<b>11,454</b>	<b>12,184</b>	<b>9,035</b>	<b>9,035</b>	<b>9,035</b>			
000.03.573.200.41.00 Prof Svcs - Misc services including piano tuning, care of artwork, etc.	-	2,239	400	-	-	-			
000.03.573.200.41.01 Prof Svcs - Rainier Symphony	7,000	7,000	7,000	7,000	7,000	7,000			
000.03.573.200.41.03 Prof Svcs - Community Programs, Events & Outreach - funding for teaching artists, musicians, & entertainers	5,900	3,300	4,702	5,000	5,000	5,000			
000.03.573.200.44.00 Advertising - Paid ads for TAC sponsored programs and events	51	-	129	450	450	450			
000.03.573.200.48.00 R&M - Care of artwork	-	-	-	2,500	-	-			
000.03.573.200.49.00 Misc - Memberships, training, workshops	1,800	1,910	934	2,015	2,015	2,015			
<b>Total Services</b>	<b>14,751</b>	<b>14,449</b>	<b>13,165</b>	<b>16,965</b>	<b>14,465</b>	<b>14,465</b>			
<b>Total Supplies, Services and Other</b>	<b>\$ 21,245</b>	<b>\$ 25,903</b>	<b>\$ 25,349</b>	<b>\$ 26,000</b>	<b>\$ 23,500</b>	<b>\$ 23,500</b>			

**DEPARTMENT:** Mayor (03)  
**FUND:** General  
**RESPONSIBLE MANAGER:** David Cline

**DIVISION:** Park Commission  
**FUND NUMBER:** 000  
**POSITION:** City Administrator

**Description**

The Park Commission’s foremost responsibility is to advise the Administration and City Council about recreation services and park-related issues, such as land acquisition, development, expansion, and operation.

The Park Commission typically reviews proposed fees and charges and hosts meetings for neighbors of proposed parks.

**Expenditure Summary**

<i>Mayor - Parks Commission</i>									
Expenditures By Type	Actual			Budget			Percent Change		
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20	
			2018						
Supplies	\$ 433	\$ 2,558	\$ 1,503	\$ 1,688	\$ 1,688	\$ 1,688	0.00%	0.00%	
Services	1,903	650	748	2,000	1,600	1,600	-20.00%	0.00%	
<b>Expenditure Total</b>	<b>\$ 2,336</b>	<b>\$ 3,208</b>	<b>\$ 2,251</b>	<b>\$ 3,688</b>	<b>\$ 3,288</b>	<b>\$ 3,288</b>	<b>-10.85%</b>	<b>0.00%</b>	

**Expenditure Detail - Supplies, Services, and Other**

Supplies includes miscellaneous office supplies. Services include memberships, registrations, among others.

<i>Mayor - Parks Commission</i>									
Account Number	Actual			Budget					
	2016	2017	Projected	2018	2019	2020			
			2018						
000.03.576.800.31.00 Supplies - Office & Operating	\$ 433	\$ 2,558	\$ 1,503	\$ 1,688	\$ 1,688	\$ 1,688			
<b>Total Supplies</b>	<b>433</b>	<b>2,558</b>	<b>1,503</b>	<b>1,688</b>	<b>1,688</b>	<b>1,688</b>			
000.03.576.800.49.00 Misc - Memberships, training and workshops	1,903	650	748	2,000	1,600	1,600			
<b>Total Services</b>	<b>1,903</b>	<b>650</b>	<b>748</b>	<b>2,000</b>	<b>1,600</b>	<b>1,600</b>			
<b>Total Supplies, Services and Other</b>	<b>\$ 2,336</b>	<b>\$ 3,208</b>	<b>\$ 2,251</b>	<b>\$ 3,688</b>	<b>\$ 3,288</b>	<b>\$ 3,288</b>			

**DEPARTMENT:** Mayor (03)  
**FUND:** General  
**RESPONSIBLE MANAGER:** David Cline

**DIVISION:** Library Advisory Board  
**FUND NUMBER:** 000  
**POSITION:** City Administrator

**Description**

The Library Advisory Board meets monthly on library issues and serves in an advisory role to the City Council. Board members continually work for better library services for the citizens of Tukwila.

The Advisory Board consists of 5-7 members and one student representative.

**Expenditure Summary**

<i>Mayor - Library Advisory Board</i>									
Expenditures By Type	Actual			Budget			Percent Change		
	Projected			2018	2019	2020	2018-19	2019-20	
	2016	2017	2018						
Supplies	\$ 3,501	\$ 3,528	\$ 3,076	\$ 5,000	\$ 4,000	\$ 4,000	-20.00%	0.00%	
Services	-	-	250	-	-	-	-	-	
<b>Expenditure Total</b>	<b>\$ 3,501</b>	<b>\$ 3,528</b>	<b>\$ 3,326</b>	<b>\$ 5,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>-20.00%</b>	<b>0.00%</b>	

**Expenditure Detail - Supplies, Services, and Other**

Supplies includes miscellaneous office supplies.

<i>Mayor - Library Advisory Board</i>									
Account Number	Actual			Budget					
	Projected			2018	2019	2020			
	2016	2017	2018						
000.03.572.210.31.00 Supplies - Office & Operating	\$ 3,501	\$ 3,528	\$ 3,076	\$ 5,000	\$ 4,000	\$ 4,000			
<b>Total Supplies</b>	<b>3,501</b>	<b>3,528</b>	<b>3,076</b>	<b>5,000</b>	<b>4,000</b>	<b>4,000</b>			
000.03.572.210.49.00 Miscellaneous	-	-	250	-	-	-			
<b>Total Services</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>Total Supplies, Services and Other</b>	<b>\$ 3,501</b>	<b>\$ 3,528</b>	<b>\$ 3,326</b>	<b>\$ 5,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>			

**DEPARTMENT:** Mayor (03)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Christy O’Flaherty

**DIVISION:** City Clerk  
**FUND NUMBER:** 000  
**POSITION:** City Clerk

**Description**

The purpose of the City Clerk’s Office is to provide to the public a point of access for specific municipal service functions as the official records depository and archivist for the City. This office manages the retention and retrieval of all official City records, oversees administration of City Council meetings, including agenda coordination and development and preparation of the official minutes. Other responsibilities include oversight of the imaging system, automating legislative history, public records requests, providing reception and telephone answering services for the City, recording contracts and agreements, issuing pet licenses, and providing notary services. City Clerk staff also participate in local, state, and international associations relative to their positions.

**Expenditure Summary**

<i>Mayor - City Clerk</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 363,556	\$ 343,663	\$ 398,249	\$ 413,905	\$ 432,667	\$ 449,592	4.53%	3.91%
Personnel Benefits	153,399	159,823	175,348	179,020	187,230	195,790	4.59%	4.57%
Supplies	10,161	9,364	10,391	12,308	12,308	12,308	0.00%	0.00%
Services	166,443	142,952	144,378	174,220	158,220	158,220	-9.18%	0.00%
Capital Outlays	56,700	-	-	-	-	-	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$ 750,259</b>	<b>\$ 655,802</b>	<b>\$ 728,366</b>	<b>\$ 779,453</b>	<b>\$ 790,425</b>	<b>\$ 815,910</b>	<b>1.41%</b>	<b>3.22%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Mayor's Office - City Clerk</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
City Clerk	1	1	\$ 120,159	\$ 42,514	1	\$ 127,770	\$ 45,001
Deputy City Clerk	1	1	74,849	28,017	1	79,048	29,541
Admin Support Technician	1	1	61,589	37,790	1	63,101	39,376
Admin Support Coordinator	2	2	141,070	71,617	2	144,673	74,531
Extra Labor			35,000	7,292		35,000	7,341
<b>Department Total</b>	<b>5</b>	<b>5</b>	<b>\$ 432,667</b>	<b>\$ 187,230</b>	<b>5</b>	<b>\$ 449,592</b>	<b>\$ 195,790</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include office and operating supplies. Services include City-wide advertising, postage, security for records center, memberships, and registrations, among others.

<b>Mayor - City Clerk</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
000.03.514.300.31.00 Supplies - Office & Operating all stations	\$ 10,161	\$ 9,364	\$ 10,391	\$ 12,308	\$ 12,308	\$ 12,308	
000.03.514.300.31.90 Supplies - Central	-	-	-	-	-	-	
<b>Total Supplies</b>	<b>10,161</b>	<b>9,364</b>	<b>10,391</b>	<b>12,308</b>	<b>12,308</b>	<b>12,308</b>	
000.03.514.300.41.00 Prof Svcs -	2,096	2,136	4,499	6,000	6,000	6,000	
000.03.514.300.42.00 Communication - Security Alarm for Records Ctr	565	540	570	600	600	600	
000.03.514.300.42.02 Postage - City-wide postage	68,142	63,675	65,608	72,000	66,000	66,000	
000.03.514.300.43.00 Travel - Travel to WMCA, IIMC, ARMA conf. , CMC & MMC and laser fiche trngs	2,032	2,271	3,451	5,500	5,500	5,500	
000.03.514.300.44.00 Advertising - City-wide advertising - public hearings, call for bids, RFP/RFQs, auctions	4,558	9,255	9,988	12,300	12,300	12,300	
000.03.514.300.45.00 Rental - Postage meter lease - software/hardware upgrades	5,748	12,085	12,032	10,100	10,100	10,100	
000.03.514.300.48.00 R&M - Copiers, laser fiche, agenda management program	48,535	22,534	24,823	24,710	24,710	24,710	
000.03.514.300.49.00 Misc - Memberships/Training - WMCA, IIMC, ARMA, King County Clerks	12,426	2,389	4,742	6,200	6,200	6,200	
000.03.514.300.49.01 Printing - Business cards	61	121	100	100	100	100	
000.03.514.300.49.02 Microfilming, Imaging - City-wide microfilming, records purging, digitization of microfilmed docs	16,979	22,695	13,336	31,529	21,529	21,529	
000.03.514.300.49.04 Recorded Documents - City-wide recording of documents	4,300	4,300	4,300	4,300	4,300	4,300	
000.03.514.300.49.08 Credit Card Fees - PPI credit card fees	1,001	952	929	881	881	881	
<b>Total Services</b>	<b>166,443</b>	<b>142,952</b>	<b>144,378</b>	<b>174,220</b>	<b>158,220</b>	<b>158,220</b>	
000.03.514.300.64.00 Capital - Laserfiche upgrades	56,700	-	-	-	-	-	
<b>Total Other</b>	<b>56,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Supplies, Services and Other</b>	<b>\$ 233,304</b>	<b>\$ 152,316</b>	<b>\$ 154,769</b>	<b>\$ 186,528</b>	<b>\$ 170,528</b>	<b>\$ 170,528</b>	

**DEPARTMENT:** Mayor (03)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Derek Speck

**DIVISION:** Economic Development  
**FUND NUMBER:** 000  
**POSITION:** Econ. Dev. Administrator

**Description**

The Economic Development division of the Mayor’s Office leads the City’s business retention attraction and marketing efforts, facilitates commercial real estate development, and serves as a general liaison to the business community. The Division manages real estate related projects, urban renewal, tourism, and marketing.

**Expenditure Summary**

<i>Mayor - Economic Development</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 309,672	\$ 253,078	\$ 257,911	\$ 259,962	\$ 213,553	\$ 217,922	-17.85%	2.05%
Personnel Benefits	82,703	69,555	71,800	72,178	57,674	59,160	-20.09%	2.58%
Supplies	1,194	464	462	1,000	1,000	1,000	0.00%	0.00%
Services	46,048	61,128	41,428	48,750	41,000	41,000	-15.90%	0.00%
<b>Expenditure Total</b>	<b>\$ 439,617</b>	<b>\$ 384,226</b>	<b>\$ 371,600</b>	<b>\$ 381,890</b>	<b>\$ 313,227</b>	<b>\$ 319,082</b>	<b>-17.98%</b>	<b>1.87%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Mayor's Office - Economic Development</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Economic Development Admin	1	1	\$ 150,096	\$ 39,035	1	\$ 153,336	\$ 39,957
Economic Dev. Liaison	1	0.5	55,457	17,847	0.5	56,586	18,411
Extra Labor			8,000	793		8,000	793
<b>Department Total</b>	<b>2</b>	<b>1.5</b>	<b>\$ 213,553</b>	<b>\$ 57,674</b>	<b>1.5</b>	<b>\$ 217,922</b>	<b>\$ 59,160</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include office and operating supplies. Services include marketing, advertising, memberships and registrations, among others.

<i>Mayor - Economic Development</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.03.558.700.31.00 Supplies -Office and Operating	\$ 1,194	\$ 464	\$ 462	\$ 1,000	\$ 1,000	\$ 1,000
<b>Total Supplies</b>	<b>1,194</b>	<b>464</b>	<b>462</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
000.03.558.700.41.00 Prof Svcs - Small Business Development Center, Soundside Alliance, Marketing, Misc Prof Svcs	16,100	44,377	21,374	16,000	19,000	19,000
000.03.558.700.43.00 Travel - Meals, mileage, and training	887	854	882	6,000	4,000	4,000
000.03.558.700.44.00 Advertising - Marketing info and materials	-	2,050	-	2,000	2,000	2,000
000.03.558.700.49.00 Misc - Chamber of Commerce, Costar Database, Memberships	29,061	13,847	19,172	24,750	16,000	16,000
<b>Total Services</b>	<b>46,048</b>	<b>61,128</b>	<b>41,428</b>	<b>48,750</b>	<b>41,000</b>	<b>41,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 47,242</b>	<b>\$ 61,592</b>	<b>\$ 41,890</b>	<b>\$ 49,750</b>	<b>\$ 42,000</b>	<b>\$ 42,000</b>

**DEPARTMENT:** Mayor (03)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rachel Turpin

**DIVISION:** Attorney  
**FUND NUMBER:** 000  
**POSITION:** Contract City Attorney

**Description**

The mission and primary function of the City Attorney’s Office is to provide legal advice and counsel to the City Administration and City Council, to prosecute persons cited into Tukwila Municipal Court, to defend the City against claims and suits, and to approve contracts as to legal form.

**Expenditure Summary**

<i>Mayor - Attorney (Contracted)</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 2,508	\$ 2,466	\$ 6,297	\$ 5,000	\$ -	\$ -	-	-
Personnel Benefits	224	222	572	455	-	-	-	-
Supplies	4,830	2,590	5,314	6,000	4,000	4,000	-33.33%	0.00%
Services	523,163	659,635	859,781	971,730	706,730	706,730	-27.27%	0.00%
<b>Expenditure Total</b>	<b>\$ 530,725</b>	<b>\$ 664,913</b>	<b>\$ 871,964</b>	<b>\$ 983,185</b>	<b>\$ 710,730</b>	<b>\$ 710,730</b>	<b>-27.71%</b>	<b>0.00%</b>

**Expenditure Detail - Supplies, Services, and Other**

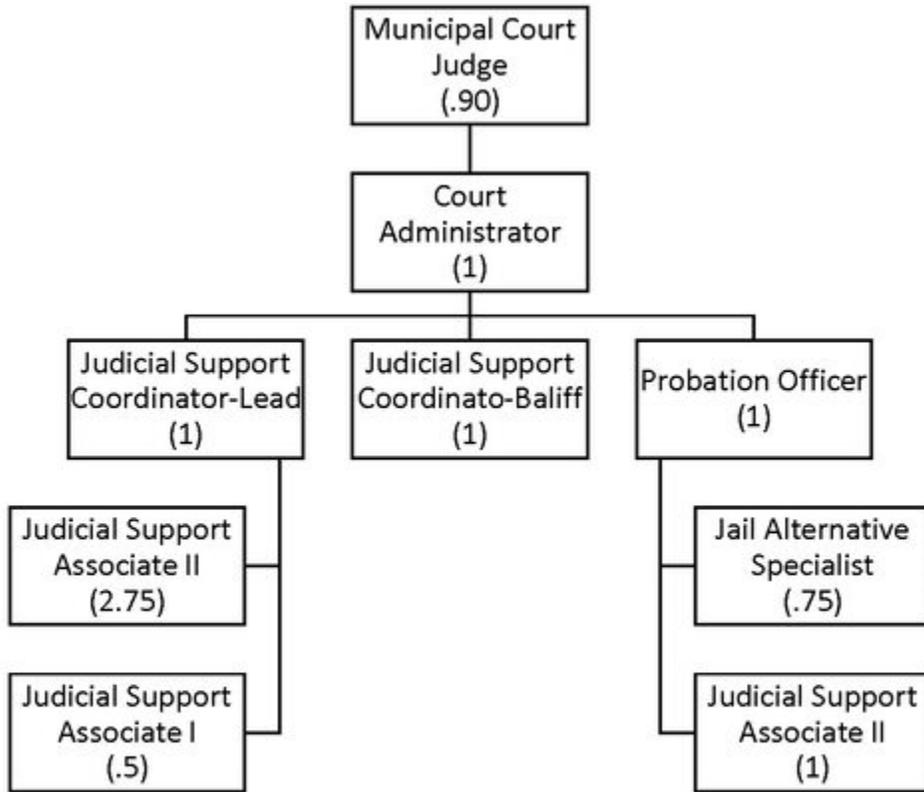
Supplies include office supplies. Services include instructor fees, travel, equipment replacement and O&M charges, membership, and registrations, among others.

<i>Mayor -Attorney (Contracted)</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.06.515.300.31.00 Supplies - Office	\$ 4,830	\$ 2,590	\$ 5,314	\$ 6,000	\$ 4,000	\$ 4,000
<b>Total Supplies</b>	<b>4,830</b>	<b>2,590</b>	<b>5,314</b>	<b>6,000</b>	<b>4,000</b>	<b>4,000</b>
000.06.515.300.41.00 Prof Svcs - Public Records Request initiative, courier and other services	36,819	9,164	6,194	10,000	10,000	10,000
000.06.515.300.41.01 Prof Svcs - Contracted attorney services	324,600	368,322	376,597	371,830	402,230	402,230
000.06.515.300.41.02 Prof Svcs - Prosecution services	150,966	180,000	183,600	185,400	162,000	162,000
000.06.515.300.41.03 Prof Svcs - Special matters	10,778	98,061	289,599	400,000	128,000	128,000
000.06.515.300.45.00 Rental - Water cooler rental	-	2,862	1,387	2,100	2,100	2,100
000.06.515.300.48.00 R&M - Copier maintenance and repairs	-	-	1,400	1,400	1,400	1,400
000.06.515.300.49.00 Misc - Printing of specialized forms and other misc. expenses	-	1,226	1,004	1,000	1,000	1,000
<b>Total Services</b>	<b>523,163</b>	<b>659,635</b>	<b>859,781</b>	<b>971,730</b>	<b>706,730</b>	<b>706,730</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 527,993</b>	<b>\$ 662,225</b>	<b>\$ 865,095</b>	<b>\$ 977,730</b>	<b>\$ 710,730</b>	<b>\$ 710,730</b>



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### Court



**DEPARTMENT:** Court (09)

**FUND:** General

**RESPONSIBLE MANAGER:** Kimberly Walden

**FUND NUMBER:** 000

**POSITION:** Judge

### Description

The primary function of the Municipal Court—under the jurisdiction of the appointed Judge—is to provide a forum by which infractions and misdemeanor/gross misdemeanor criminal offenses may be resolved. The Court handles all ordinance/statutory violations, petitions for Domestic Violence/Anti-harassment Orders, and traffic infractions occurring within the Tukwila City limits. The objective is to make our City a better place to live through responsible and impartial administration of the laws designed to protect the public, while safeguarding the rights of individual citizens.

### 2017-2018 Accomplishments

- ◆ Participated and supported State court efforts to develop a statewide case management system. **Strategic Goal 4**
- ◆ Full implementation of OCourt and electronic document storage (Laserfiche) resulting in more efficient case flow management. Completed initial implementation and will continue to expand use. **Strategic Goal 4**
- ◆ Streamlined and uniformed processes and forms which assists in creating consistency with neighboring courts, resulting in increased compliance with court orders. **Strategic Goal 4**
- ◆ Enhanced collaboration between court, public defender, prosecutor and police for continued improved efficiencies between all parties. **Strategic Goal 2**
- ◆ Improved court participation in citywide community outreach efforts. **Strategic Goal 2**
- ◆ Implementation of OCourt for case setting and court forms, as well as Laserfiche for electronic court files. This implementation creates opportunities to reduce court expenditures and improve services. **Strategic Goal 4**
- ◆ Rewrote the curriculum for the Washington State Probation Academy. **Strategic Goal 4**
- ◆ Continue to participate in county-wide trial court coordination efforts. **Strategic Goal 2**
- ◆ Expanded community connections by hosting three Junior Achievement sessions as part the Courts For Kids program (C4K), school collaboration efforts, and mock trials. **Strategic Goal 2**

### 2019-2020 Outcome Goals

- ◆ Continue to participate and support state court efforts to secure a statewide case management system. **Strategic Goal 4.**
- ◆ Continued collaboration with Renton and SeaTac Municipal Courts to expand use of technology for the improvement of court services to decrease court expenditures: improve calendar setting; online forms (including multiple languages); scanning; self-scheduling for traffic hearings, and a jury management system. **Strategic Goal 4**

- ◆ Continue working with the CLJs in King County on the Unified Payment Program (relicensing program). **Strategic Goal 4**
- ◆ Continue to provide input to the Executive Branch in preparation for compliance with Supreme Court Indigent Defense Standards for Criminal Offender Cases: post filing diversion programs; Improved notification to Public Defenders for assigned cases. **Strategic Goal 5**
- ◆ Continue to improve and expand probation services by expanding in-house MRT Classes; retool and expand jail alternative program. **Strategic Goal 2**
- ◆ Continue to focus on Court's succession plan to include participation in State and local training opportunities. **Strategic Goal 2**
- ◆ Continue to participate in county-wide trial court coordination efforts. **Strategic Goal 2**
- ◆ Increase joint meetings with police department, prosecutor and public defender to enhance communication, and improve court services. **Strategic Goal 2**
- ◆ Expand community connections to include Courts For Kids (C4K), school collaboration efforts, mock trials, and Faith Based Summit on Domestic Violence. **Strategic Goal 2**

#### **2019-2020 Indicators of Success**

- ◆ Full implementation of OCourt and electronic document storage (Laserfiche) resulting in more efficient case flow management.
- ◆ Provided input in the statewide review of legal financial obligations to change the long-term effects on the impoverished.
- ◆ Increased succession planning efforts.
- ◆ Full participation in the City's new performance evaluation system.
- ◆ Streamlined and uniformed processes and forms which assists in creating consistency with neighboring courts, which results in increased compliance with court orders.
- ◆ Enhanced collaboration between court, public defender, prosecutor and police for continued improved efficiencies between all parties.
- ◆ Improved court participation in citywide community outreach efforts.

**Performance Measures**

<i>Court - Performance Measures</i>							
	2014	2015	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Actual	Estimated	Projection	Projection
Charges filed	4,110	5,000	6,700	4,500	2,700	3,500	3,500
Infraction Proceedings	13,330	13,000	12,500	12,500	2,400	3,000	3,000
Criminal Proceedings	2,400	3,150	3,200	3,600	6,200	7,000	7,000
<b>Total Revenue Collected</b>	<b>\$ 321,950</b>	<b>\$ 235,000</b>	<b>\$ 559,000</b>	<b>\$ 608,000</b>	<b>\$ 440,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

**Budget Change Discussion**

**Salaries & Benefits** COLA increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement. Additionally, if the council approves the Police Department’s request to move forward with traffic safety cameras, the court anticipates the need to increase two of the part-time FTE positions to full-time at the start of the program. Additional increases in FTEs will be necessary if the traffic safety camera program produces a large number of infractions.

**Services** Several changes were made to this category. Court security line was increased due to contractual obligations. Other line items had minor changes.

**Department Detail:**

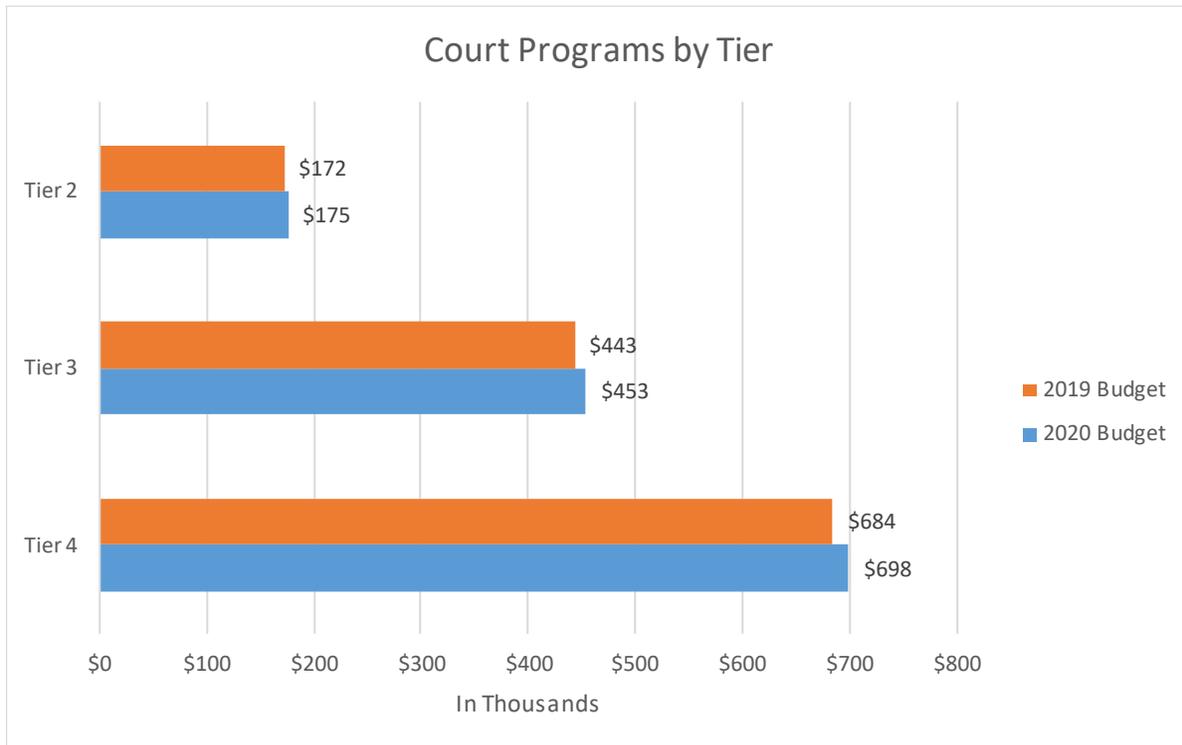
**Staffing and Expenditure by Program**

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Law Related Education	1.01	133,893	10.3%	136,764	10.3%	2.1%
Court Administration	0.59	116,307	9.0%	118,768	9.0%	2.1%
Court Hearings	0.48	98,594	7.6%	98,754	7.4%	0.2%
Administrative and Logistical Scanning	0.61	79,615	6.1%	81,807	6.2%	2.8%
Customer Assistance and Compliance Monitoring	0.61	58,212	4.5%	59,581	4.5%	2.4%
Case Preparation	0.51	55,032	4.2%	56,522	4.3%	2.7%
Formal & Monitored Probation Warrants	0.56	54,692	4.2%	56,041	4.2%	2.5%
Commissions, Associations, Public Record Act/Subpoena	0.30	47,889	3.7%	49,017	3.7%	2.4%
Maintenance of Court Records	0.36	44,089	3.4%	44,907	3.4%	1.9%
Court Interpreter Management	0.19	33,285	2.6%	34,028	2.6%	2.2%
Court Financial Operations	0.30	27,695	2.1%	28,368	2.1%	2.4%
Collections/Write-Non-Compliance Case Processing	0.23	27,201	2.1%	27,906	2.1%	2.6%
Court Required Educational Customer Service	0.25	26,914	2.1%	27,655	2.1%	2.8%
Adjudication - General Offenses	0.17	26,003	2.0%	26,594	2.0%	2.3%
Account Reconciliation and Technical Support - Court Case	0.22	25,742	2.0%	26,367	2.0%	2.4%
Judicial Administration	0.18	24,934	1.9%	25,536	1.9%	2.4%
Community Work Alternative	0.18	24,729	1.9%	25,331	1.9%	2.4%
LFO Recovery Programs	0.20	24,292	1.9%	24,835	1.9%	2.2%
Community Service	0.16	23,946	1.8%	24,236	1.8%	1.2%
Policy & Procedures, & Program	0.15	21,503	1.7%	21,989	1.7%	2.3%
Pre-Sentence Investigations	0.20	21,369	1.6%	21,902	1.7%	2.5%
Community Education and Mail Processing	0.10	20,830	1.6%	20,864	1.6%	0.2%
Video Conference Facilitation	0.16	20,051	1.5%	20,508	1.5%	2.3%
Collections	0.23	19,730	1.5%	20,432	1.5%	3.6%
Records Retention/Appeals	0.15	17,737	1.4%	18,190	1.4%	2.6%
Bail Bonds	0.09	17,322	1.3%	17,689	1.3%	2.1%
Assessment of Court	0.10	15,963	1.2%	16,339	1.2%	2.4%
Day Reporting	0.08	14,925	1.1%	15,124	1.1%	1.3%
Public Defender Screening	0.13	13,313	1.0%	13,628	1.0%	2.4%
Citations/Fines and Fees	0.10	12,665	1.0%	13,022	1.0%	2.8%
Data Input	0.12	12,572	1.0%	12,910	1.0%	2.7%
Jury Manager/Management	0.10	11,604	0.9%	11,881	0.9%	2.4%
Conflict Counsel - Indigent	0.10	11,604	0.9%	11,881	0.9%	2.4%
Community Service	0.05	9,258	0.7%	9,273	0.7%	0.2%
Non-Compliance Case Processing	0.08	8,766	0.7%	8,993	0.7%	2.6%
PROGRAM TOTALS	0.08	8,766	0.7%	8,993	0.7%	2.6%
	0.09	8,671	0.7%	8,936	0.7%	3.1%
	0.09	8,671	0.7%	8,936	0.7%	3.1%
	0.07	8,335	0.6%	8,545	0.6%	2.5%
	0.05	8,186	0.6%	8,374	0.6%	2.3%
	0.04	3,288	0.3%	3,405	0.3%	3.6%
	-	820	0.1%	820	0.1%	-
<b>PROGRAM TOTALS</b>	<b>9.90</b>	<b>1,298,227</b>	<b>100%</b>	<b>1,326,167</b>	<b>100%</b>	<b>2.2%</b>

\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget.

### Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Court fall into Tiers 2 -4 with 13% of the budget allocated to Tier 2.



### Program Descriptions

Law Related Education: Attend court and job specific training; Participate in Misdemeanant Probation Association. This program is supported by both Court Administration and Probation.

Court Administration: Manage all non-judicial functions of the court including hiring, termination, court policy development/input, case flow management, court financials, technology, business continuity in the event of a crisis, etc. Responsible for vendor selection and contract negotiations for court security services. Ensure case flow management meets with the legal requirements according to the law and court rules; manage the reimbursement grant for interpreter services which includes reporting activity, coordinate countywide compliance (Municipal Courts), negotiate interpreter rates. Responsible for vendor selection and contract negotiations for Court security services. Oversee the court's website and work with the Executive Branch on keeping the website current; oversee the installation, maintenance, operation of all audio/video equipment.

Court Hearings: Preside over all hearings; pc, conditions of release. Arraignments, pretrials, readiness, motions, mitigation/contested, jury trials, voir dire, civil protection orders, mental health hearings, etc. Responsible for ensuring a proper record of court hearings is created.

Administrative and Logistical Support for the Judges: Provide administrative support to the bench and provide oversight of all non-judicial functions in the courtroom including entering for DVPO'S, NCO's, firearm orders, protection orders; assist attorneys, defendants and those in-custody; responsible for managing the jury.

Scanning: Laserfiche.

Customer Assistance and Payment Processing: Provide customer service, schedule hearings, process warrants, process payments; general customer service responsibilities.

Compliance Monitoring: Review conditions of sentence and schedule hearings.

Case Preparation: Input new case filings.

Formal and Monitored Probation Supervision: Provide case management and monitor compliance; review probation files to ensure compliance with case conditions.

Warrants: Order warrants, oversee warrant hearings (motion to recall and expired warrants; process Judge's rulings; process warrants as ordered by the Judge and in accordance with policy and procedures.

Commissions, Associations, Boards, and Committees: DMCMA & DMCJA committees, trainings.

Public Record Act/Subpoena Responses: Respond to public records requests by providing information as requested within the guidelines of the law and local court policy.

Maintenance of Court Records: Laserfiche/retention as well as audio and docket.

Court Interpreter Management: Maintain database and schedule interpreters for hearings.

Court Financial Operations: Manage all financial operations of the court including daily financial accounting, monthly accounting, budget preparation/management, account reconciliation, etc.

Collections/Write-Offs/Maintenance of Inactive Cases: Process collections, process 10 year write offs, expungements and process inactive cases.

Non-Compliance Case Processing (Probation): File violations, attend hearings, make recommendations.

Court Required Educational Programs: Provide/facilitate classes such as DV MRT.

Customer Service: Assist customers in person and over the phone including accepting payments, completing paperwork, scheduling hearings, customer inquiries, etc.

Adjudication - General Offenses & Traffic: Adjudicate FTA's upon payment in full; mitigation, contested hearings. Issue findings on traffic/non-traffic infractions resulting from mitigation, contested hearings.

Account Reconciliation and Auditing: Reconcile bank statements and JIS accounting records.

Technical Support - Court Case Management Systems: Works with the Technology and Innovation Department (Executive Branch), court system vendors and AOC to troubleshoot system issues. Makes recommendations for technology improvements.

Judicial Administration: General administration costs expenditures.

Community Work Alternative: Judge orders commitment, In-court services issues commitments, Jail Alternative makes sure commitment is completed.

LFO Recovery Programs: Coordinate the Unified Payment Program (Relicensing Program).

Community Service (Probation): Coordinate work crew, community work program, and community service program.

Policy, Procedures & Program Management: Draft local policies for judicial review and approval; develop procedures for daily processes; manage the development of court programs including focus, design and implementation.

Pre-Sentence Investigations: Conduct pre-sentence investigations, make sentencing recommendations.

Community Education and Outreach: Educate the community and surrounding areas on the law and judicial processes through community education events including partnership with schools, churches, and civic organizations.

Mail Processing: Process incoming and outgoing mail.

Video Conference Facilitation: Operation of video court.

Collections: Process and refer past due accounts to collections.

Records Retention/Appeals Management/Mental Health: Retention and destruction schedules; process and refer cases to Superior Court RALJ Division; process paperwork and order mental health evaluations.

Bail Bonds: Input new bail bonds and process exonerations and forfeiture. Schedule bail bond hearings and send notices of forfeiture to bond companies and individuals.

Assessment of Court Costs/Fines/Restitution: Impose required court costs, fees, and restitution.

Day Reporting: Coordinate and supervise day reporting program.

Public Defender Screening: Assistance at front counter, probation, and courtroom.

Citations/Fines and Fees: Receipt payments for fines and penalties.

Data Input: Input and update case date in the statewide case management system (JIS).

Jury Manager/Management: Order/mail/track/summons/prepare payment invoices.

Conflict Counsel - Indigent Defendants: Assign conflict counsel to defendants when necessary.

Community Service (Admin): Verify hours upon receipt of form. Community service is filed at front counter or courtroom. Docket entries made re: case.

Non-Compliance Case Processing (Admin): Admin reviews/case condition reviews, review hearings for noncompliance, docket updates.

**Expenditure Summary**

<b>Court</b>								
<b>Expenditures By Type</b>	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
Salaries & Wages	\$ 723,501	\$ 757,068	\$ 784,049	\$ 777,647	\$ 797,741	\$ 813,546	2.58%	1.98%
Personnel Benefits	291,891	312,811	339,279	353,457	336,527	348,662	-4.79%	3.61%
Supplies	12,988	16,187	17,996	14,283	10,728	10,728	-24.89%	0.00%
Services	127,020	147,107	144,780	150,425	153,230	153,230	1.86%	0.00%
<b>Department Total</b>	<b>\$ 1,155,400</b>	<b>\$ 1,233,173</b>	<b>\$ 1,286,104</b>	<b>\$ 1,295,812</b>	<b>\$ 1,298,227</b>	<b>\$ 1,326,166</b>	<b>0.19%</b>	<b>2.15%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<b>Court - Administration</b>							
<b>Position Description</b>	<b>2018</b>	<b>2019</b>	<b>2019 Budgeted</b>		<b>2020</b>	<b>2020 Budgeted</b>	
	<b>FTE</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>
Municipal Court Judge	0.64	0.68	\$ 98,342	\$ 29,344	0.68	\$ 97,864	\$ 30,047
Court Administrator	0.75	0.75	99,175	36,881	0.75	101,163	38,035
Admin Support Coordinator	1	1	71,744	27,739	1	73,483	28,767
Bailiff Court	1	1	70,447	39,642	1	72,349	41,311
Admin Support Technician	2.75	2.75	152,299	67,088	2.75	157,066	69,566
Admin Support Assistant	0.50	0.50	28,804	6,280	0.50	29,509	6,453
Extra Labor			1,858	184		1,858	184
Overtime			3,731	370		3,731	370
<b>Total Administration</b>	<b>6.64</b>	<b>6.67</b>	<b>\$ 526,399</b>	<b>\$ 207,528</b>	<b>6.67</b>	<b>\$ 537,024</b>	<b>\$ 214,733</b>

<b>Court - Probation</b>							
<b>Position Description</b>	<b>2018</b>	<b>2019</b>	<b>2019 Budgeted</b>		<b>2020</b>	<b>2020 Budgeted</b>	
	<b>FTE</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>
Municipal Court Judge	0.21	0.23	\$ 32,781	\$ 9,781	0.23	\$ 32,621	\$ 10,016
Court Administrator	0.25	0.25	33,058	12,294	0.25	33,721	12,678
Probation Officer	1	1	98,398	44,669	1	100,464	46,363
Admin Support Technician	1	1	54,734	36,360	1	56,135	37,923
Admin Support Specialist	0.75	0.75	49,619	25,623	0.75	50,828	26,677
Extra Labor			1,822	181		1,822	181
Overtime			930	92		930	92
<b>Total Probation</b>	<b>3.21</b>	<b>3.23</b>	<b>\$ 271,342</b>	<b>\$ 129,000</b>	<b>3.23</b>	<b>\$ 276,522</b>	<b>\$ 133,929</b>
<b>Department total</b>	<b>9.85</b>	<b>9.90</b>	<b>\$ 797,741</b>	<b>\$ 336,527</b>	<b>9.90</b>	<b>\$ 813,546</b>	<b>\$ 348,662</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies include miscellaneous office supplies. Services include pro tem judges, pro tem judge review, interpreters, court security, travel, memberships, training, and juror fees, among others.

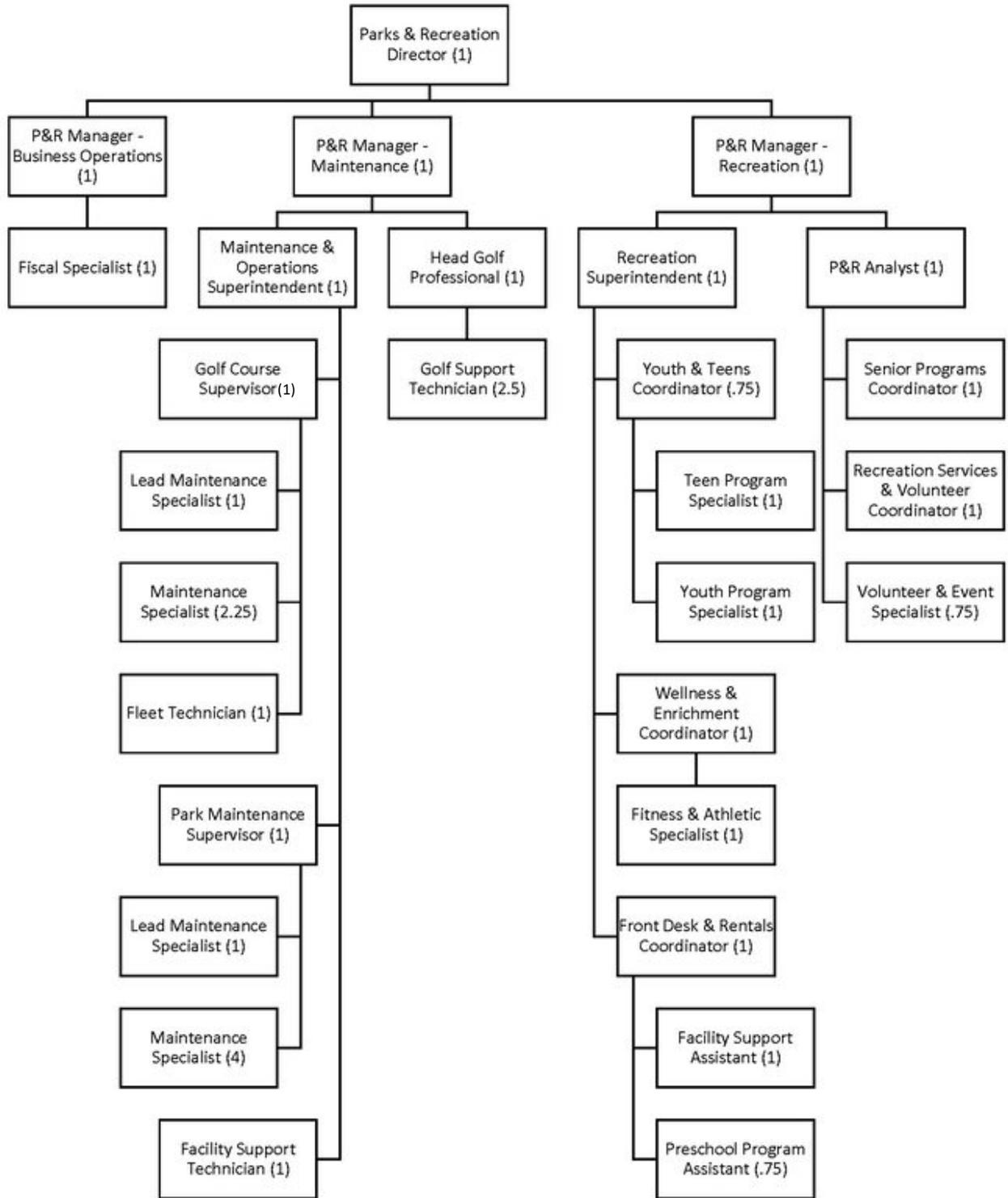
<b>Court - Administration</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.09.512.500.31.00 Supplies - Office	\$ 10,053	\$ 10,623	\$ 13,311	\$ 10,528	\$ 7,028	\$ 7,028
000.09.512.500.35.00 Supplies - Small Tools & Minor Equipment	542	953	-	-	500	500
<b>Total Supplies</b>	<b>10,595</b>	<b>11,576</b>	<b>13,311</b>	<b>10,528</b>	<b>7,528</b>	<b>7,528</b>
000.09.512.500.41.00 Professional Services	64	-	-	-	-	-
000.09.512.500.41.01 Prof Svcs - Pro Tem Judges	13,440	19,050	11,683	12,000	11,500	11,500
000.09.512.500.41.03 Prof Svcs - Interpreters	40,320	34,651	33,848	39,000	36,000	36,000
000.09.512.500.42.00 Communication - Postage, delivery service, shipping, and KC I-Net Charges	3,886	6,691	6,302	8,300	8,300	8,300
000.09.512.500.43.00 Travel - Meals, parking, training-St Court Conf, Regional Trng, Team Trng/Retreat	3,057	7,082	4,021	3,500	3,500	3,500
000.09.512.500.45.00 Rental - Operating rentals and leases	2,094	7,653	4,418	2,000	7,700	7,700
000.09.512.500.48.00 R&M - Annual maintenance costs of JIS System printer, in-court Fax, Misc. equip.	521	348	4,075	2,000	1,000	1,000
000.09.512.500.49.00 Misc - Annual memberships, DMCJA, DMCMA, NACM, New employee/Bailiff trng, regional trng, Registration - annual training through DMCMA, DMCJA, Line Staff Conf.	5,786	13,711	10,704	8,320	8,070	8,070
000.09.512.500.49.01 Misc - Printing	4,561	2,653	3,437	2,000	1,000	1,000
000.09.512.500.49.04 Misc - Witness & Juror fees	4,079	2,388	4,248	6,000	2,500	2,500
000.09.512.500.49.08 Misc - credit card fees	2,091	2,172	2,464	2,200	2,200	2,200
000.09.512.500.49.53 Misc - Taxes & Assmnts - Excise tax	-	-	1	5	5	5
<b>Total Services</b>	<b>79,899</b>	<b>96,399</b>	<b>85,201</b>	<b>85,325</b>	<b>81,775</b>	<b>81,775</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 90,494</b>	<b>\$ 107,975</b>	<b>\$ 98,511</b>	<b>\$ 95,853</b>	<b>\$ 89,303</b>	<b>\$ 89,303</b>

<b>Court - Probation</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.09.523.300.31.00 Supplies -Office and Operating	\$ 2,393	\$ 4,611	\$ 4,685	\$ 3,755	\$ 3,200	\$ 3,200
<b>Total Supplies</b>	<b>2,393</b>	<b>4,611</b>	<b>4,685</b>	<b>3,755</b>	<b>3,200</b>	<b>3,200</b>
000.09.523.300.41.00 Prof Svcs - NW Recovery Centers	3,015	56	5,000	5,000	5,000	5,000
000.09.523.300.41.01 Prof Svcs - Pro Tem Judges - Review Calendar Probation Cases	-	-	-	1,000	500	500
000.09.523.300.41.03 Prof Svcs - Interpreters for probation appts, Public Defender screening, Jail Alt. Prog.	480	-	-	1,000	500	500
000.09.523.300.41.04 Prof Svcs - Court Security	40,609	44,147	48,749	49,200	58,680	58,680
000.09.523.300.42.00 Communication - Postage, fax, and on- line usage	1,300	2,392	2,361	2,250	1,250	1,250
000.09.523.300.43.00 Travel - Meals, parking, training for Probation Dept.	362	2,308	1,989	4,000	3,000	3,000
000.09.523.300.45.00 Operating Rentals and Leases	150	-	-	-	-	-
000.09.523.300.48.00 R&M - Annual maintenance costs for equipment in Probation Office	-	-	-	300	300	300
000.09.523.300.49.00 Misc - Registration for conferences and regional training	290	-	45	300	300	300
000.09.523.300.49.01 Misc - Annual memberships	115	255	405	550	425	425
000.09.523.300.49.02 Misc - Training	800	1,550	1,030	1,500	1,500	1,500
<b>Total Services</b>	<b>47,121</b>	<b>50,708</b>	<b>59,579</b>	<b>65,100</b>	<b>71,455</b>	<b>71,455</b>
<b>Total Supplies and Services</b>	<b>\$ 49,514</b>	<b>\$ 55,319</b>	<b>\$ 64,265</b>	<b>\$ 68,855</b>	<b>\$ 74,655</b>	<b>\$ 74,655</b>



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# Parks & Recreation



**DEPARTMENT:** Recreation (07)

**FUND:** General

**RESPONSIBLE MANAGER:** Rick Still

**FUND NUMBER:** 000

**POSITION:** Parks & Recreation Director

### Description

The mission of the Parks and Recreation Department is to enhance the quality of life for residents, businesses and visitors through quality recreational opportunities, services, and facilities.

### 2017-2018 Accomplishments

- ◆ Tukwila Municipal Arts Plan adopted by City Council. **Strategic Plan Goals 1, 2, 3, 4, 5.**
- ◆ Implemented Healthy Tukwila policies and initiatives and developed an improved community awareness regarding being active and eating well. **Strategic Plan Goals 2 & 5. PROS Plan Goals 3 & 5.**
- ◆ Reorganized Parks and Recreation Department staffing structure. **Strategic Plan Goal 4.**
- ◆ Expanded the After-School Recreation Program at the Tukwila Community Center to accommodate 100 daily participants (66 attend via scholarship). **Strategic Plan Goal 2. PROS Plan Goal 3 & 4.**
- ◆ Started implementation of the 20-Year Green Tukwila Restoration Plan. **Strategic Plan Goals 1 & 3. PROS Plan Goals 5**
- ◆ Implemented 3% budget reductions as directed by City Administration. **Strategic Plan Goal 4.**

### 2019-2020 Outcome Goals

- ◆ Utilize Artist in Residence program to implement phase one of the Tukwila Municipal Arts Plan.
- ◆ **Strategic Plan Goals 1 & 5. PROS Goals 2.**
- ◆ Conduct pilot project to determine effective community engagement methods to implement the 10 Minute Walk to a Park initiative. **Strategic Plan Goals 1, 2, 3, 4 & 5. PROS Plan Goals 1, 2, 3, 4 & 5.**
- ◆ Acquire new properties to meet park needs of the community and preserve open space. **Strategic Plan Goal 1. PROS Plan Goals 1, 2 & 5.**
- ◆ Apply for grants to support existing and new programs. **Strategic Plan Goals 1 & 2. PROS Plan Goals 3, 4 & 5.**
- ◆ Develop the 2020 Parks, Recreation and Open Space Plan. **Strategic Plan Goals 1, 2, 3, 4 & 5. PROS Plan Goals 1, 2, 3, 4 & 5.**
- ◆ Conduct needs assessment and develop Senior and Older Adult Recreation, Leisure, and Services Plan. **Strategic Plan Goals 2, 4 & 5. PROS Plan Goals 3, 4 & 5.**
- ◆ Implement 3% budget reductions as directed by City Administration. **Strategic Plan Goal 4.**
- ◆ Modify existing service levels within the current budget to ensure safe parks. **Strategic Plan Goal 4. PROS Plan Goals 4 & 5.**
- ◆ Increase local business and non-profit group participation in programs and special events by 25%. **Strategic Plan Goals 2, 3 & 5.**

**2019-2020 Indicators of Success**

- ◆ Expanded cultural and art opportunities throughout Tukwila.
- ◆ Successful community engagement methods identified for 10 Minute Walk to a Park initiative.
- ◆ Increased access to parks.
- ◆ Receive grant to supplement programs and events.
- ◆ City Council adopts Parks, Recreation and Open Space Plan by December 2019.
- ◆ Senior and Older Adult Recreation, Leisure, and Services Plan developed and implemented.
- ◆ Finish 2019 and 2020 under Expense Budget.
- ◆ Incorporate new parks and facilities into the appropriate level of service model.
- ◆ Business and nonprofit participation in programs and events increased.

**Budget Change Discussion**

**Salaries & Benefits** COLA increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement.

**Supplies** Were reduced due to the removal of the Fourth of July event and No School Day camps.

**Services** Professional services reductions resulted from the removal of the Fourth of July event and reduction in service levels for Camp Tukwila trips/entertainment, senior trips, tours, and excursions, the adult basketball league, and cooking classes.

**Expenditure Summary**

<b>Parks &amp; Recreation</b>								
<b>Expenditures By Program</b>	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
Administration	\$ 314,925	\$ 367,967	\$ 493,805	\$ 390,201	\$ 553,758	\$ 566,492	41.92%	2.30%
Recreation Administration	1,668,196	449,887	817,938	474,908	752,623	668,840	58.48%	-11.13%
Preschool Program	-	83,719	83,771	90,228	84,070	85,594	-6.82%	1.81%
Youth Programs	-	525,118	507,568	583,211	506,955	511,579	-13.08%	0.91%
Teen Programs	-	200,173	202,108	205,557	203,319	206,334	-1.09%	1.48%
Youth Free Services	-	141,207	102,112	155,175	142,203	145,117	-8.36%	2.05%
Wellness & Enrichment	-	218,531	281,208	224,197	239,002	242,914	6.60%	1.64%
Senior Adult Programs	-	173,480	255,804	180,986	321,378	329,214	77.57%	2.44%
Community Events & Volunteers	250,188	235,374	194,292	286,272	179,469	182,339	-37.31%	1.60%
Planning & Business Operations	-	363,069	(1)	373,619	-	-	0.00%	0.00%
Rental Operations	704,424	290,091	264,811	317,890	311,359	316,924	-2.05%	1.79%
Parks Maintenance	1,454,172	1,351,422	1,501,070	1,572,214	1,630,588	1,651,910	3.71%	1.31%
<b>Department Total</b>	<b>\$ 4,391,905</b>	<b>\$ 4,400,038</b>	<b>\$ 4,704,486</b>	<b>\$ 4,854,458</b>	<b>\$ 4,924,724</b>	<b>\$ 4,907,258</b>	<b>1.45%</b>	<b>-0.35%</b>

<b>Parks &amp; Recreation</b>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 2,325,684	\$ 2,405,917	\$ 2,552,577	\$ 2,577,610	\$ 2,688,886	\$ 2,754,321	4.32%	2.43%
Personnel Benefits	904,684	959,391	1,020,810	1,048,960	1,070,581	1,108,311	2.06%	3.52%
Supplies	302,792	234,415	211,356	234,167	227,368	210,368	-2.90%	-7.48%
Services	848,059	762,667	889,534	963,721	907,890	804,258	-5.79%	-11.41%
Intergovt. Svcs & Taxes	-	667	210	-	-	-	0.00%	0.00%
Capital Outlays	10,686	36,982	30,000	30,000	30,000	30,000	0.00%	0.00%
<b>Department Total</b>	<b>\$ 4,391,905</b>	<b>\$ 4,400,038</b>	<b>\$ 4,704,486</b>	<b>\$ 4,854,458</b>	<b>\$ 4,924,725</b>	<b>\$ 4,907,258</b>	<b>1.45%</b>	<b>-0.35%</b>

**Department Detail**

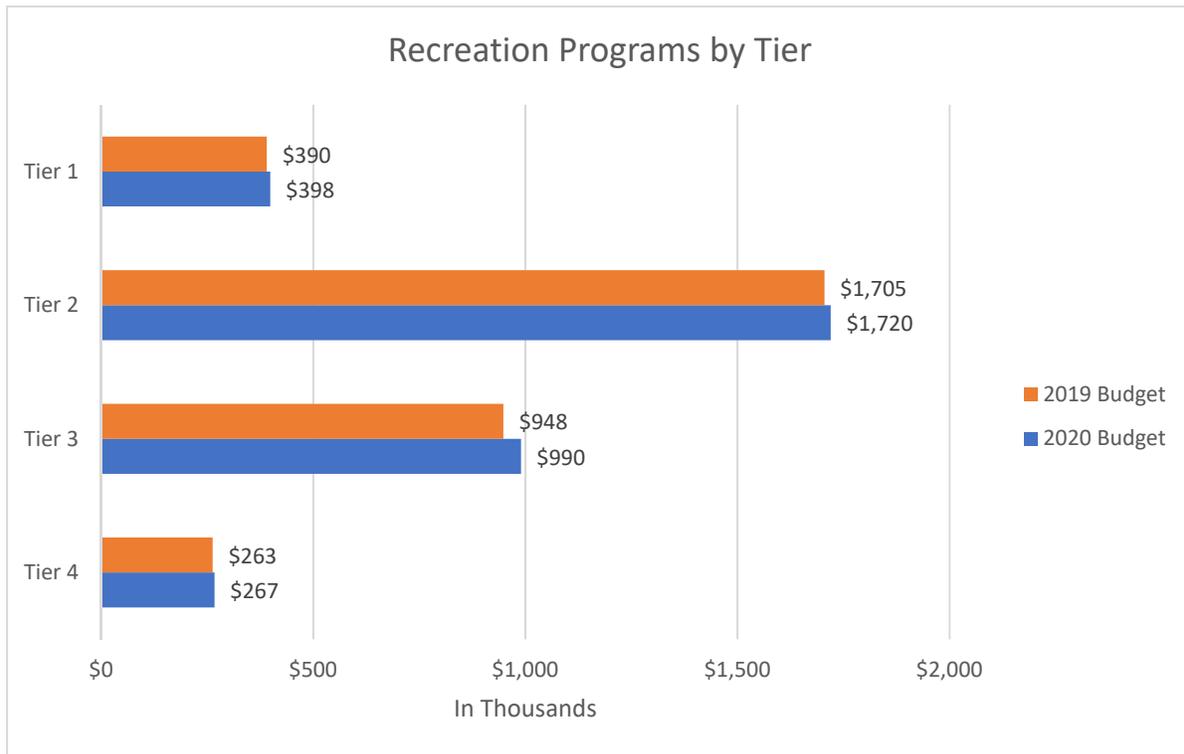
**Staffing and Expenditure by Program – Recreation**

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Administration	2.36	548,296	16.6%	458,804	14.1%	(16.32%)
Youth	1.08	427,195	13.0%	429,882	13.2%	0.6%
Events	1.74	273,816	8.3%	280,015	8.6%	2.3%
Wellness & Enrichment	1.20	270,156	8.2%	274,908	8.4%	1.8%
Strategic Support	1.45	247,619	7.5%	253,379	7.8%	2.3%
Facility Rentals	1.25	232,170	7.0%	236,662	7.3%	1.9%
Senior Services & Programs	1.33	229,766	7.0%	234,719	7.2%	2.2%
Teen	1.08	217,904	6.6%	221,884	6.8%	1.8%
Front Desk	1.00	217,004	6.6%	220,761	6.8%	1.7%
Organizational Support & Development	0.90	184,855	5.6%	189,244	5.8%	2.4%
Planning & Development	0.80	148,074	4.5%	151,788	4.7%	2.5%
Preschool	0.81	104,444	3.2%	106,547	3.3%	2.0%
Youth Free Services	0.40	86,433	2.6%	87,662	2.7%	1.4%
Volunteer Services	0.44	55,835	1.7%	57,143	1.8%	2.3%
Green Tukwila	0.33	33,357	1.0%	34,300	1.1%	2.8%
Boards & Commissions	0.10	17,213	0.5%	17,651	0.5%	2.5%
<b>PROGRAM TOTALS</b>	<b>16.25</b>	<b>3,294,137</b>	<b>100%</b>	<b>3,255,348</b>	<b>100%</b>	<b>(1.18%)</b>

*\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget. Therefore, no historical data is available.*

### Programs by Tier - Recreation

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Recreation fall into all four tiers with 64% of the budget allocated to Tier 1 and Tier 2.



### Program Descriptions – Recreation

**Administration:** Provide leadership and management to program area including program budget, partnership and sponsorship opportunities, communication and outreach initiatives, and internship programs.

**Youth:** Coordinate youth programs that build a positive foundation towards leading a healthy life.

**Events:** Facilitate opportunities for connection between City staff, Tukwila residents, community organizations, visitors, and local businesses.

**Wellness and Enrichment:** Provide physical fitness, sports, and wellness activities to encourage active and healthy lifestyles. This also includes continued work on the Healthy Tukwila Project and includes special initiatives and outreach related to healthy beverages, nutrition education, and active lifestyles.

**Strategic Support:** Strategic support includes providing financial and technical oversight, resource development, marketing and communication, emergency management and administrative support functions for the department. Supports strategic direction of the department through the Parks, Recreation and Open Space Plan and annual budget performance programs aligning with City strategic objectives. Strategic support also facilitates and maximizes delivery of the department’s other core services.

Facility Rentals: Schedule use of over 20 rental facilities throughout the Parks and Recreation system: including the Community Center, picnic shelters, ball fields, and rental services (equipment rental).

Senior Services and Programs: Provide recreational, fitness, social, educational and social services for adults 50 and greater.

Teen: Provide safe, constructive out of school activities that foster positive relationships and self-esteem.

Customer Service (Front Desk): Provide customer service for recreation, community services and events.

Organizational Support and Development: Support professional growth and development of 36 full-time employees, recruits and trains 150 part-time employees, maintains active memberships with Washington Recreation and Parks Association and the National Recreation and Parks Association, submits nominations for awards and recognition. Contributes to City-wide organizational efforts through participation on cross-department committees.

Planning and Development: Planning the City's parks, trails and open spaces to ensure quality development and facilities that align with community needs. Services include protection of open spaces; management and implementation of the Capital Improvement Program; and management of parks, trails, open space, and art projects.

Preschool: Implement play-based preschool program for ages three to five.

Youth Free Services: Offer enrichment activities that foster creativity, community, and connection.

Volunteer Services: Recruit, screen, place, and track volunteers within City Departments to assist with various needs.

Green Tukwila: Provides environmental stewardship for volunteer programs to improve open spaces throughout the City. The City is a member of the Green Cities Partnership, implements a volunteer stewardship program with the goal of restoring Tukwila's parks and green spaces.

Boards and Commissions: Provide staff liaison support, community outreach, and coordination services to the Arts Commission, Parks Commission, and Tukwila Library Advisory Board.

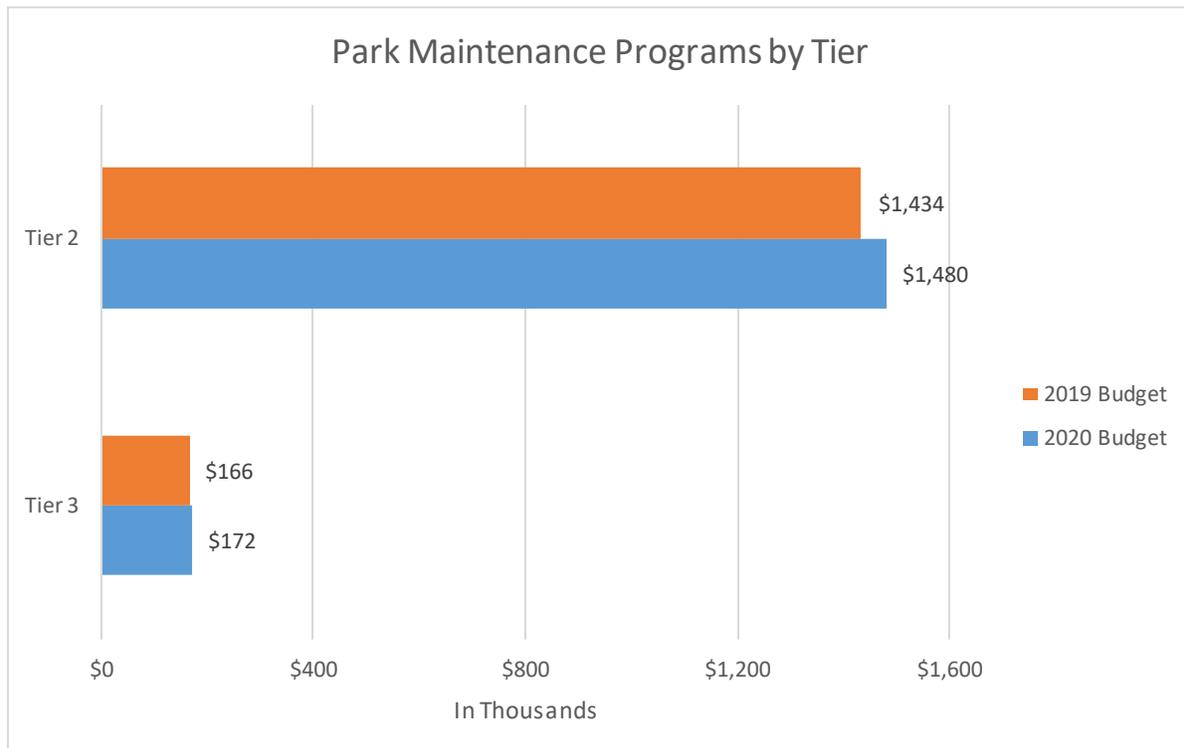
### Staffing and Expenditure by Program – Parks Maintenance

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Parks	5.20	1,131,877	69.4%	1,133,351	68.6%	0.1%
Administration	1.70	203,177	12.5%	213,775	12.9%	5.2%
Planning & Development	0.75	129,242	7.9%	132,507	8.0%	2.5%
Facility	0.90	98,685	6.1%	102,270	6.2%	3.6%
Organizational Support & Development	0.15	25,848	1.6%	26,501	1.6%	2.5%
Course Maintenance	0.10	14,210	0.9%	15,254	0.9%	7.3%
Golf	0.10	10,316	0.6%	10,585	0.6%	2.6%
Boards & Commissions	0.05	8,616	0.5%	8,834	0.5%	2.5%
Strategic Support	0.05	8,616	0.5%	8,834	0.5%	2.5%
<b>PROGRAM TOTALS</b>	<b>9.00</b>	<b>1,630,588</b>	<b>100%</b>	<b>1,651,911</b>	<b>100%</b>	<b>1.3%</b>

*\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget. Therefore, no historical data is available.*

### Programs by Tier – Parks Maintenance

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Parks Maintenance fall into the Tiers 2 and 3 with 90% of the budget allocated to Tier 2.



## **Program Descriptions – Parks Maintenance**

Parks: Provide planned and demand maintenance throughout park system according to established service levels. Service levels guide frequency of maintenance throughout parks, trails and open space system.

Administration: Provide leadership and management to program area including: program budget, special projects, stewardship, and overall maintenance of the parks system and golf course encompassing a total of 279 acres.

Planning and Development: Planning the City's parks, trails and open spaces to ensure quality development and facilities that align with community needs. Services include protection of open spaces; management and implementation of the Capital Improvement Program; and management of parks, trails, open space, and art projects.

Facility: Perform routine facility inspections at the Tukwila Community Center, Foster Golf Links Clubhouse, and park facilities. Conducts maintenance and equipment repairs. Contracts and coordinates preventive maintenance of equipment. Coordinate contracted maintenance and repairs at the Community Center and Foster Golf Links Clubhouse.

Organizational Support and Development: Support professional growth and development of 36 full-time employees, recruits and trains 150 employees, maintains active memberships with Washington Recreation and Parks Association and the National Recreation and Parks Association, submits nominations for awards and recognition. Contributes to City-wide organizational efforts through participation on cross-departmental committees.

Course Maintenance: Provide leadership and management for Foster Golf Course maintenance to sustain course playability for community enjoyment.

Golf: Execute maintenance tasks on PGA -rated Foster Golf Links, including maintenance of cart paths, course accessories, irrigation, landscape, sand bunkers, set course, turf, and equipment necessary to care for the course.

Boards and Commissions: Provide staff liaison support, community outreach, and coordination services to the Arts Commission, Parks Commission, and Tukwila Library Advisory Board.

Strategic Support: Strategic Support includes providing financial and technical oversight, resource development, marketing and communication, emergency management and administrative support functions for the department. supports strategic direction of the department through the Parks, Recreation and Open Space Plan and annual budget performance programs aligning with City strategic objectives. Strategic support also facilitates and maximizes delivery of the department's other core services.

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation</i>							
Position	2018 FTE	2019 FTE	2019 Budget		2020 FTE	2020 Budget	
			Salaries	Benefits		Salaries	Benefits
Parks & Recreation Director	1	1	\$ 159,884	\$ 56,778	1	\$ 163,224	\$ 58,538
Parks & Recreation Analyst	1	0.75	79,466	16,807	0.75	81,048	17,182
Parks & Recreation Manager	3	3	360,140	153,899	3	367,548	159,705
Recreation Superintendent	0	1	96,006	46,806	1	102,973	49,727
Recreation Program Coordinator	5.75	4.75	416,455	206,881	4.75	426,790	215,716
Facility Support Technician	1	0	-	-	0	-	-
Recreation Program Specialist	3.75	4	273,823	149,495	4	280,602	156,065
Recreation Program Assistant	0.75	0.75	40,568	8,926	0.75	41,958	9,256
Fiscal Specialist	1	1	70,913	36,294	1	72,652	37,756
Facility Support Assistant	1	1	46,368	20,234	1	47,527	21,134
Maint and Ops Superintendent	0	1	95,258	46,845	1	102,685	49,859
Parks Maintenance Supervisor	1	1	72,832	38,705	1	77,980	41,075
Lead Maint Specialist	1	1	74,887	42,579	1	80,208	45,157
Maint Specialist Parks	5	4	283,219	117,777	4	288,696	122,391
Facilities Maintenance Technician	0	1	70,277	32,882	1	71,640	34,211
Extra Labor			546,189	93,464		546,189	88,331
Overtime			2,601	258		2,601	258
Clothing Allowance			-	1,950		-	1,950
<b>Total</b>	<b>25.25</b>	<b>25.25</b>	<b>\$ 2,688,886</b>	<b>\$1,070,581</b>	<b>25.25</b>	<b>\$ 2,754,321</b>	<b>\$ 1,108,311</b>

### Expenditure Detail - Supplies, Services, and Other

Supplies include office and operating supplies, resale items for programs, and small tools. Services include professional services, travel, operating leases, equipment rental and replacement costs, utilities and repair and maintenance, among others. Intergovernmental includes pass-through grant funds.

<b>Parks &amp; Recreation</b>						
<b>Expenditures</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Salaries	\$ 1,846,102	\$ 1,899,003	\$ 2,028,278	\$ 2,029,355	\$ 2,140,096	\$ 2,205,531
Extra Labor	468,895	499,317	518,844	541,939	546,189	546,189
Overtime	10,688	7,597	5,454	6,316	2,601	2,601
FICA	175,207	179,564	191,223	194,735	219,013	224,111
Pension	226,062	244,815	267,172	243,464	271,720	280,031
Industrial Insurance	93,278	79,587	86,735	113,649	87,816	87,631
Healthcare	411,729	450,610	473,071	494,888	490,083	514,587
Unemployment	(2,575)	3,372	843	-	-	-
Clothing Allowance	983	1,441	1,767	2,224	1,950	1,950
<b>Total Salaries &amp; Benefits</b>	<b>3,230,368</b>	<b>3,365,307</b>	<b>3,573,387</b>	<b>3,626,570</b>	<b>3,759,467</b>	<b>3,862,632</b>
Supplies	270,318	197,645	180,004	196,167	198,117	181,117
Resale	22,500	20,530	23,000	22,000	22,000	22,000
Small tools	9,974	16,239	8,352	16,000	7,251	7,251
<b>Total Supplies</b>	<b>302,792</b>	<b>234,415</b>	<b>211,356</b>	<b>234,167</b>	<b>227,368</b>	<b>210,368</b>
Professional services	271,215	230,481	251,230	285,216	245,000	188,304
Communication	13,658	10,376	12,050	12,150	12,150	12,150
Travel	6,565	19,482	14,046	8,950	8,950	8,950
Advertising	11,797	11,422	13,588	22,500	21,500	21,500
Operating rentals	138,944	131,591	133,860	153,298	171,926	137,613
Utilities	248,600	249,624	292,896	302,725	263,064	283,441
Repair and maintenance	64,477	17,290	57,529	63,400	73,400	40,400
Miscellaneous	92,801	92,401	114,335	115,482	111,900	111,900
<b>Total Services</b>	<b>848,059</b>	<b>762,667</b>	<b>889,534</b>	<b>963,721</b>	<b>907,890</b>	<b>804,258</b>
Excise Taxes	-	667	210	-	-	-
Capital	10,686	36,982	30,000	30,000	30,000	30,000
<b>Total Other</b>	<b>10,686</b>	<b>37,650</b>	<b>30,209</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Total Parks and Recreation</b>	<b>\$ 4,391,905</b>	<b>\$ 4,400,038</b>	<b>\$ 4,704,487</b>	<b>\$ 4,854,458</b>	<b>\$ 4,924,725</b>	<b>\$ 4,907,258</b>

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Administration  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of the Administrative Division is to direct and support all other divisions with their endeavors to promote and provide safe, positive leisure-time activities, events, and facilities.

All major park, volunteer program, golf and recreation development, services and contracts are coordinated and supervised by the administrative division. This division also interacts with all other departments and serves as staff to the Arts Commission, Park Commission and the Library Advisory Board.

**Expenditure Summary**

<i>Parks &amp; Recreation - Administration</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 207,268	\$ 233,352	\$ 330,589	\$ 258,622	\$ 355,906	\$ 363,632	37.62%	2.17%
Personnel Benefits	66,551	88,957	116,814	84,412	143,916	148,924	70.49%	3.48%
Supplies	7,023	3,609	4,808	5,917	7,517	7,517	27.04%	0.00%
Services	23,397	5,068	11,596	11,250	16,420	16,420	45.96%	0.00%
Capital Outlays	10,686	36,982	30,000	30,000	30,000	30,000	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$ 314,925</b>	<b>\$ 367,967</b>	<b>\$ 493,805</b>	<b>\$ 390,201</b>	<b>\$ 553,758</b>	<b>\$ 566,492</b>	<b>41.92%</b>	<b>2.30%</b>

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Administration</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Parks & Recreation Director	1	1	\$ 159,884	\$ 56,778	1	\$ 163,224	\$ 58,538
Parks & Recreation Manager	0	1	119,645	49,942	1	122,292	51,775
Parks & Recreation Analyst	1	0	-	-	0	-	-
Fiscal Specialist	0	1	70,913	36,294	1	72,652	37,756
Extra Labor			5,000	856		5,000	809
Overtime			464	46		464	46
<b>Total Administration</b>	<b>2</b>	<b>3</b>	<b>\$ 355,906</b>	<b>\$ 143,916</b>	<b>3</b>	<b>\$ 363,632</b>	<b>\$ 148,924</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office supplies. Services include professional services, travel, operating leases, equipment rental and replacement costs and repair and maintenance, among others.

<b>Parks and Recreation - Administration</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.07.571.100.31.00 Supplies - Office	\$ 7,023	\$ 3,609	\$ 4,808	\$ 5,917	\$ 7,517	\$ 7,517
<b>Total Supplies</b>	<b>7,023</b>	<b>3,609</b>	<b>4,808</b>	<b>5,917</b>	<b>7,517</b>	<b>7,517</b>
000.07.571.100.41.00 Prof Svcs - Park consultant for planning services and expertise	17,808	1,100	538	2,500	2,500	2,500
000.07.571.100.42.00 Communication - Telephone services including land lines, cell phones, fax, internet	372	542	573	-	500	500
000.07.571.100.43.00 Travel - Meals, lodging, parking, mileage for WRPA, NRPA conferences, and various retreats, training, etc.	362	1,631	5,861	2,500	3,100	3,100
000.07.571.100.45.00 Operating Rentals	2,550	-	727	-	2,250	2,250
000.07.571.100.48.00 R&M - Equipment repairs and maintenance	99	-	352	2,000	2,000	2,000
000.07.571.100.49.00 Misc - NRPA, WRPA memberships, conference registrations, forums, retreats	2,208	1,794	3,545	4,000	5,820	5,820
000.07.571.100.49.10 Misc - Blood Borne Pathogen testing and immunizations	-	-	-	250	250	250
<b>Total Services</b>	<b>23,397</b>	<b>5,068</b>	<b>11,596</b>	<b>11,250</b>	<b>16,420</b>	<b>16,420</b>
000.07.594.730.64.00 Capital - Machinery and Equipment	10,686	36,982	30,000	30,000	30,000	30,000
<b>Total Other</b>	<b>10,686</b>	<b>36,982</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 41,106</b>	<b>\$ 45,659</b>	<b>\$ 46,403</b>	<b>\$ 47,167</b>	<b>\$ 53,937</b>	<b>\$ 53,937</b>

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Recreation Administration  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of the Recreation Division is to promote and provide social, cultural, physical, and educational recreation activities for participants of all ages during their leisure time.

The Recreation facilities (Community Center, school facilities, and parks) and Recreation staff (both full and part-time) are the resources used to conduct these services and programs for the community. Services are planned, promoted, and conducted in various locations, during all seasons of the year by staff and instructors. Fees are collected to offset specific activity costs for most programs.

**Expenditure Summary**

<i>Parks &amp; Recreation - Recreation Administration</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 1,052,226	\$ 252,847	\$ 470,231	\$ 258,996	\$ 357,236	\$ 368,177	37.93%	3.06%
Personnel Benefits	385,548	94,872	188,336	98,012	126,021	130,727	28.58%	3.73%
Supplies	64,434	25,773	34,069	32,500	30,951	30,951	-4.77%	0.00%
Services	165,988	75,727	125,093	85,400	238,416	138,985	179.18%	-41.70%
Intergovt. Services & Taxes	-	667	210	-	-	-	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$ 1,668,196</b>	<b>\$ 449,887</b>	<b>\$ 817,938</b>	<b>\$ 474,908</b>	<b>\$ 752,623</b>	<b>\$ 668,840</b>	<b>58.48%</b>	<b>-11.13%</b>

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Recreation Administration</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Parks & Recreation Manager	1	1	\$ 120,248	\$ 51,882	1	\$ 122,640	\$ 53,870
Recreation Program Coordinator	1	0	-	-	0	-	-
Recreation Superintendent	0	1	96,006	46,806	1	102,973	49,727
Parks and Recreation Analyst	0	0.75	79,466	16,807	0.75	81,048	17,182
Extra Labor			61,516	10,526		61,516	9,948
<b>Total Recreation Administration</b>	<b>2</b>	<b>2</b>	<b>\$ 357,236</b>	<b>\$ 126,021</b>	<b>2</b>	<b>\$ 368,177</b>	<b>\$ 130,727</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office supplies. Services include professional services, travel, operating leases, equipment rental and replacement costs and repair and maintenance, among others. Intergovernmental includes pass-through grant funds.

<i>Parks &amp; Recreation - Recreation Administration</i>							
Account Number	Actual			Budget			
	2016	2017	Projected 2018	2018	2019	2020	
000.07.571.200.31.00	Supplies - PICH	\$ 11,330	\$ 8,274	\$ 4,963	\$ -	\$ -	\$ -
000.07.571.200.31.01	Supplies - Athletic Programs	4,181	-	-	-	-	-
000.07.571.200.31.02	Supplies - Senior Programs	4,656	-	-	-	-	-
000.07.571.200.31.03	Supplies - Summer playground & rec time	312	-	-	-	-	-
000.07.571.200.31.04	Supplies - Front Desk	2,192	370	12,781	6,000	11,200	11,200
000.07.571.200.31.05	Supplies - Youth programs & camps	16,430	-	-	-	-	-
000.07.571.200.31.06	Supplies - Office	9,266	9,408	9,900	15,500	15,500	15,500
000.07.571.200.31.07	Supplies - Preschool program	8,647	-	-	-	-	-
000.07.571.200.31.09	Supplies - Teen Program	6,694	-	-	-	-	-
000.07.571.200.31.13	Supplies - Youth Sports	1,659	-	-	-	-	-
000.07.571.200.34.02	Resale - Senior Program	(934)	-	-	-	-	-
000.07.571.200.35.00	Small Tools	-	7,722	6,424	11,000	4,251	4,251
<b>Total Supplies</b>		<b>64,434</b>	<b>25,773</b>	<b>34,069</b>	<b>32,500</b>	<b>30,951</b>	<b>30,951</b>
000.07.571.200.41.00	Prof Svcs - PICH	7,575	40,189	5,499	22,500	57,500	-
000.07.571.200.41.01	Prof Svcs - Class instruction	60,261	(240)	-	-	-	-
000.07.571.200.41.02	Prof Svcs - Senior program instructors and performers	6,385	-	-	-	-	-
000.07.571.200.41.04	Prof Svcs - Mailing bureau, etc.	2,665	6,248	10,045	13,750	16,750	16,750
000.07.571.200.41.05	Prof Svcs - Bus rental and entertainment for Summer day camps	19,423	-	-	-	-	-
000.07.571.200.41.07	Prof Svcs - Misc Prof Svcs	81	-	-	-	-	-
000.07.571.200.41.09	Prof Svcs - Teen program entertainment, DJ services	2,502	-	-	-	-	-
000.07.571.200.41.13	Prof Svcs - Youth sports instructors	700	-	-	-	-	-
000.07.571.200.42.01	Communication - Postage for quarterly brochure	2,076	970	4,564	1,350	5,350	5,350
000.07.571.200.42.02	Communication - Cell phones and cable	1,208	964	1,068	1,500	1,500	1,500
000.07.571.200.43.00	Travel - Meals, mileage, parking, lodging for conferences and retreats	1,465	6,224	2,933	1,800	2,600	2,600
000.07.571.200.43.01	Travel - Senior trip meals and parking	3,474	14	-	-	-	-
000.07.571.200.43.05	Travel - Summer camps/special events parking	111	-	-	-	-	-
000.07.571.200.44.00	Advertising - job announcements, Rec program ads	1,248	407	1,735	4,800	4,800	4,800
000.07.571.200.45.00	Rental - Equipment	-	-	328	-	-	-

<b>Parks &amp; Recreation - Recreation Administration (Continued)</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.07.571.200.45.04 Rental - Misc. rentals for general programs	16	-	-	-	2,250	2,250
000.07.571.200.45.06 Rental - Office	16	-	-	-	-	-
000.07.571.200.45.09 Rental - Teen program monthly movie rentals	114	-	-	-	-	-
000.07.571.200.45.94 Rental - Equipment Replacement Fund	-	-	2,645	-	23,856	1,591
000.07.571.200.45.95 Rental - Equipment Rental O & M	-	-	23,245	-	24,430	24,764
000.07.571.200.48.00 R&M - Equipment repairs and maintenance	-	468	1,203	7,500	39,700	19,700
000.07.571.200.49.00 Misc -	6,660	(351)	30,909	-	20,000	20,000
000.07.571.200.49.01 Misc - Printing of recreation guides, misc. printing/letterhead	18,176	18,464	30,263	24,000	25,000	25,000
000.07.571.200.49.02 Misc - Memberships, misc.	4,381	2,371	8,656	6,200	12,680	12,680
000.07.571.200.49.04 Misc - Senior trip admissions	12,023	-	-	-	-	-
000.07.571.200.49.05 Misc - Youth field trip admissions	7,656	-	-	-	-	-
000.07.571.200.49.08 Misc - Special Accommodations	-	-	2,000	2,000	2,000	2,000
000.07.571.200.49.09 Misc - Teen camps, teen day trips admissions	7,771	-	-	-	-	-
<b>Total Services</b>	<b>165,988</b>	<b>75,727</b>	<b>125,093</b>	<b>85,400</b>	<b>238,416</b>	<b>138,985</b>
000.07.571.200.49.53 <i>Taxes &amp; Assmnts - Excise Taxes</i>	-	667	210	-	-	-
<b>Total Intergovernmental</b>	<b>-</b>	<b>667</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 230,422</b>	<b>\$ 102,168</b>	<b>\$ 159,371</b>	<b>\$ 117,900</b>	<b>\$ 269,367</b>	<b>\$ 169,936</b>

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Preschool Program  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of the Preschool Program is to empower children to think, explore, and navigate the journey of learning.

**Expenditure Summary**

<i>Parks &amp; Recreation - Preschool Program</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ -	\$ 59,798	\$ 59,337	\$ 60,890	\$ 61,468	\$ 62,858	0.95%	2.26%	
Personnel Benefits	-	13,122	14,732	11,738	12,502	12,636	6.51%	1.07%	
Supplies	-	10,395	9,354	16,100	8,600	8,600	-46.58%	0.00%	
Services	-	404	348	1,500	1,500	1,500	0.00%	0.00%	
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 83,719</b>	<b>\$ 83,771</b>	<b>\$ 90,228</b>	<b>\$ 84,070</b>	<b>\$ 85,594</b>	<b>-6.82%</b>	<b>1.81%</b>	

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Preschool Program</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Recreation Program Assistant	0.75	0.75	\$ 40,568	\$ 8,926	0.75	\$ 41,958	\$ 9,256
Extra Labor			20,900	3,576		20,900	3,380
<b>Total Preschool Program</b>	<b>0.75</b>	<b>0.75</b>	<b>\$ 61,468</b>	<b>\$ 12,502</b>	<b>0.75</b>	<b>\$ 62,858</b>	<b>\$ 12,636</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office and operating supplies. Services include professional services for various special events, advertising, rental, and printing for various programs, travel, and memberships, among others.

Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.07.571.201.31.00 Supplies - Office & Operating	\$ -	\$ 10,395	\$ 9,354	\$ 16,100	\$ 8,600	\$ 8,600
<b>Total Supplies</b>	<b>-</b>	<b>10,395</b>	<b>9,354</b>	<b>16,100</b>	<b>8,600</b>	<b>8,600</b>
000.07.571.201.41.00 Prof Svcs - Entertainment	-	2	86	1,000	1,000	1,000
000.07.571.201.49.00 Misc - Memberships, training	-	402	262	500	500	500
<b>Total Services</b>	<b>-</b>	<b>404</b>	<b>348</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Total Supplies, Services and Other</b>	<b>\$ -</b>	<b>\$ 10,798</b>	<b>\$ 9,702</b>	<b>\$ 17,600</b>	<b>\$ 10,100</b>	<b>\$ 10,100</b>

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Youth Programs  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of the youth programs is to provide youth a foundation for a well-rounded, balanced life by offering activities and programs to build healthy active lifestyles. These programs keep youth busy and safe during out of school hours and foster relationships to last a lifetime.

**Expenditure Summary**

<i>Parks &amp; Recreation - Youth Programs</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ -	\$ 352,203	\$ 331,224	\$ 381,434	\$ 333,098	\$ 336,472	-12.67%	1.01%	
Personnel Benefits	-	120,810	100,441	130,177	105,157	106,407	-19.22%	1.19%	
Supplies	-	20,137	33,683	31,100	28,500	28,500	-8.36%	0.00%	
Services	-	31,967	42,219	40,500	40,200	40,200	-0.74%	0.00%	
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 525,118</b>	<b>\$ 507,568</b>	<b>\$ 583,211</b>	<b>\$ 506,955</b>	<b>\$ 511,579</b>	<b>-13.08%</b>	<b>0.91%</b>	

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Youth Programs</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Recreation Program Coordinator	1	0.75	\$ 64,613	\$ 29,632	0.75	\$ 66,248	\$ 30,900
Recreation Program Specialist	1	1	70,610	41,664	1	72,349	43,506
Extra Labor			197,875	33,860		197,875	32,001
<b>Total Youth Programs</b>	<b>2</b>	<b>1.75</b>	<b>\$ 333,098</b>	<b>\$ 105,157</b>	<b>1.75</b>	<b>\$ 336,472</b>	<b>\$ 106,407</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office and operating supplies. Services include professional services for various special events, advertising, rental, and printing for various programs, travel, and memberships, among others.

<i>Parks &amp; Recreation - Youth Programs</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.07.571.202.31.00 Supplies - Office & Operating	\$ -	\$ 20,137	\$ 33,683	\$ 31,100	\$ 28,500	\$ 28,500
<b>Total Supplies</b>	-	<b>20,137</b>	<b>33,683</b>	<b>31,100</b>	<b>28,500</b>	<b>28,500</b>
000.07.571.202.41.00 Prof Svcs - Bus service, entertainment	-	19,334	25,930	24,500	24,200	24,200
000.07.571.202.49.00 Misc - Trip admissions	-	12,633	16,289	16,000	16,000	16,000
<b>Total Services</b>	-	<b>31,967</b>	<b>42,219</b>	<b>40,500</b>	<b>40,200</b>	<b>40,200</b>
<b>Total Supplies, Services and Other</b>	<b>\$ -</b>	<b>\$ 52,105</b>	<b>\$ 75,903</b>	<b>\$ 71,600</b>	<b>\$ 68,700</b>	<b>\$ 68,700</b>

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Teen Programs  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of Teen Programs is to provide social and recreational programs to teens in a safe and positive environment that will enhance personal and social skills, teach responsibility and leadership, and promote a healthy active lifestyle.

**Expenditure Summary**

<i>Parks &amp; Recreation - Teen Programs</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ -	\$ 123,997	\$ 126,641	\$ 131,646	\$ 130,533	\$ 132,272	-0.85%	1.33%	
Personnel Benefits	-	49,358	49,414	53,031	51,907	53,183	-2.12%	2.46%	
Supplies	-	8,480	9,087	7,650	7,650	7,650	0.00%	0.00%	
Services	-	18,338	16,965	13,230	13,230	13,230	0.00%	0.00%	
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 200,173</b>	<b>\$ 202,108</b>	<b>\$ 205,557</b>	<b>\$ 203,319</b>	<b>\$ 206,334</b>	<b>-1.09%</b>	<b>1.48%</b>	

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Teen Programs</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Recreation Program Specialist	1	1	\$ 70,283	\$ 41,597	1	\$ 72,022	\$ 43,439
Extra Labor			60,250	10,310		60,250	9,744
<b>Total Teen Programs</b>	<b>1</b>	<b>1</b>	<b>\$ 130,533</b>	<b>\$ 51,907</b>	<b>1</b>	<b>\$ 132,272</b>	<b>\$ 53,183</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office and operating supplies. Services include professional services for various special events, advertising, rental, and printing for various programs, travel, and memberships, among others.

<i>Parks &amp; Recreation - Teen Programs</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.07.571.203.31.00 Supplies - Office & Operating	\$ -	\$ 8,480	\$ 9,087	\$ 7,650	\$ 7,650	\$ 7,650
<b>Total Supplies</b>	-	<b>8,480</b>	<b>9,087</b>	<b>7,650</b>	<b>7,650</b>	<b>7,650</b>
000.07.571.203.41.00 Prof Svcs - Inflatables, face painters, DJ services	-	5,001	7,757	5,050	5,050	5,050
000.07.571.203.43.00 Travel	-	5,139	576	-	-	-
000.07.571.203.45.00 Operating Rentals and Leases - Movie rentals	-	1,424	281	180	180	180
000.07.571.203.49.00 Misc - Trip admissions	-	6,774	8,351	8,000	8,000	8,000
<b>Total Services</b>	-	<b>18,338</b>	<b>16,965</b>	<b>13,230</b>	<b>13,230</b>	<b>13,230</b>
<b>Total Supplies, Services and Other</b>	\$ -	\$ <b>26,818</b>	\$ <b>26,052</b>	\$ <b>20,880</b>	\$ <b>20,880</b>	\$ <b>20,880</b>

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Youth Free Services  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of Youth Free Services (formerly “Youth Wellness & Enrichment”) is to offer youth programs at no cost to participate in a wide variety of activities including Rec Time, Play Ground and Summer Sack Lunch.

**Expenditure Summary**

<i>Parks &amp; Recreation - Youth Free Services</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ -	\$ 82,235	\$ 52,406	\$ 80,629	\$ 100,561	\$ 102,300	24.72%	1.73%	
Personnel Benefits	-	35,112	26,286	36,346	39,142	40,317	7.69%	3.00%	
Supplies	-	5,809	307	8,600	2,500	2,500	-70.93%	0.00%	
Services	-	18,051	23,114	29,600	-	-	-100.00%	0.00%	
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 141,207</b>	<b>\$ 102,112</b>	<b>\$ 155,175</b>	<b>\$ 142,203</b>	<b>\$ 145,117</b>	<b>-8.36%</b>	<b>2.05%</b>	

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Youth Free Services</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Recreation Program Specialist	1	1	\$ 70,283	\$ 33,960	1	\$ 72,022	\$ 35,421
Extra Labor			30,278	5,182		30,278	4,897
<b>Total Youth Free Services</b>	<b>1</b>	<b>1</b>	<b>\$ 100,561</b>	<b>\$ 39,142</b>	<b>1</b>	<b>\$ 102,300</b>	<b>\$ 40,317</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office and operating supplies. Services include professional services for various special events, advertising, rental, and printing for various programs, travel, and memberships, among others.

<i>Parks &amp; Recreation - Youth Free Services</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.07.571.204.31.00 Supplies - Office & Operating	\$ -	\$ 5,809	\$ 307	\$ 8,600	\$ 2,500	\$ 2,500
<b>Total Supplies</b>	-	<b>5,809</b>	<b>307</b>	<b>8,600</b>	<b>2,500</b>	<b>2,500</b>
000.07.571.204.41.00 Prof Svcs - Instructors	-	17,624	23,114	28,900	-	-
000.07.571.204.49.00 Misc - Printing, website	-	427	(0)	700	-	-
<b>Total Services</b>	-	<b>18,051</b>	<b>23,114</b>	<b>29,600</b>	-	-
<b>Total Supplies, Services and Other</b>	<b>\$ -</b>	<b>\$ 23,860</b>	<b>\$ 23,421</b>	<b>\$ 38,200</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Wellness & Enrichment  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of Wellness and Enrichment (formerly “Adult Wellness & Enrichment”) and is to offer community members and visitors of all abilities the opportunity to participate in a wide variety of physical exercise, sports, and special interest activities.

**Expenditure Summary**

<i>Parks &amp; Recreation - Wellness &amp; Enrichment</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ -	\$ 105,693	\$ 129,903	\$ 107,581	\$ 110,461	\$ 112,660	2.68%	1.99%
Personnel Benefits	-	46,071	57,106	49,116	48,991	50,704	-0.26%	3.50%
Supplies	-	24,292	14,390	5,200	8,550	8,550	64.42%	0.00%
Services	-	42,474	79,809	62,300	71,000	71,000	13.96%	0.00%
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 218,531</b>	<b>\$ 281,208</b>	<b>\$ 224,197</b>	<b>\$ 239,002</b>	<b>\$ 242,914</b>	<b>6.60%</b>	<b>1.64%</b>

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Wellness &amp; Enrichment</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Recreation Program Coordinator	1	1	\$ 86,461	\$ 44,883	1	\$ 88,660	\$ 46,823
Extra Labor			24,000	4,107		24,000	3,881
<b>Total Wellness &amp; Enrichment</b>	<b>1</b>	<b>1</b>	<b>\$ 110,461</b>	<b>\$ 48,991</b>	<b>1</b>	<b>\$ 112,660</b>	<b>\$ 50,704</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office and operating supplies. Services include professional services for various special events, advertising, rental, and printing for various programs, travel, and memberships, among others.

<i>Parks &amp; Recreation - Wellness &amp; Enrichment</i>							
Account Number	Actual			Budget			
	2016	2017	Projected 2018	2018	2019	2020	
000.07.571.206.31.00 Supplies - Office & Operating	\$ -	\$ 21,093	\$ 14,390	\$ 5,200	\$ 8,550	\$ 8,550	
000.07.571.206.35.00 Supplies - Small tools and minor equip	-	3,200	-	-	-	-	
<b>Total Supplies</b>	-	<b>24,292</b>	<b>14,390</b>	<b>5,200</b>	<b>8,550</b>	<b>8,550</b>	
000.07.571.206.41.00 Prof Svcs - Instructors	-	35,251	63,709	52,900	59,300	59,300	
000.07.571.206.42.00 Communication	-	3,384	3,646	-	3,600	3,600	
000.07.571.206.48.00 Repair & Maintenance	-	2,529	9,285	7,200	7,200	7,200	
000.07.571.206.49.00 Misc - Membership	-	1,310	3,169	2,200	900	900	
<b>Total Services</b>	-	<b>42,474</b>	<b>79,809</b>	<b>62,300</b>	<b>71,000</b>	<b>71,000</b>	
<b>Total Supplies, Services and Other</b>	\$ -	\$ <b>66,766</b>	\$ <b>94,199</b>	\$ <b>67,500</b>	\$ <b>79,550</b>	\$ <b>79,550</b>	

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Senior Adult Programs  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of the Senior Adult Programs division is to promote and provide a variety of recreational, fitness, social, educational, and social services for senior adults 50 years of age or older. The City collaborates with a variety of agencies which allows Tukwila seniors to age in place and remain independent, so they can continue to live in the community.

**Expenditure Summary**

<i>Parks &amp; Recreation - Senior Adult Programs</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ -	\$ 104,662	\$ 161,324	\$ 110,898	\$ 206,222	\$ 210,607	85.96%	2.13%	
Personnel Benefits	-	43,965	67,443	46,288	92,155	95,607	99.09%	3.75%	
Supplies	-	4,501	4,418	3,800	3,000	3,000	-21.05%	0.00%	
Services	-	20,353	22,619	20,000	20,000	20,000	0.00%	0.00%	
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 173,480</b>	<b>\$ 255,804</b>	<b>\$ 180,986</b>	<b>\$ 321,378</b>	<b>\$ 329,214</b>	<b>77.57%</b>	<b>2.44%</b>	

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Senior Adult Programs</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Recreation Program Coordinator	1	2	\$ 179,222	\$ 87,535	2	\$ 183,607	\$ 91,240
Extra Labor			27,000	4,621		27,000	4,367
<b>Total Senior Adult Programs</b>	<b>1</b>	<b>2</b>	<b>\$ 206,222</b>	<b>\$ 92,155</b>	<b>2</b>	<b>\$ 210,607</b>	<b>\$ 95,607</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office and operating supplies. Services include professional services for various special events, advertising, rental, and printing for various programs, travel, and memberships, among others.

<i>Parks &amp; Recreation - Senior Adult Programs</i>							
Account Number	Actual			Budget			
	2016	2017	Projected 2018	2018	2019	2020	
000.07.571.207.31.00 Supplies - Office & Operating	\$ -	\$ 4,501	\$ 4,418	\$ 3,800	\$ 3,000	\$ 3,000	
<b>Total Supplies</b>	-	<b>4,501</b>	<b>4,418</b>	<b>3,800</b>	<b>3,000</b>	<b>3,000</b>	
000.07.571.207.41.00 Prof Svcs - Instructors	-	3,840	12,891	5,900	5,900	5,900	
000.07.571.207.43.00 Travel - Trip meals, parking	-	3,520	4,179	2,100	2,100	2,100	
000.07.571.207.49.00 Misc - Trip admissions	-	12,993	5,550	12,000	12,000	12,000	
<b>Total Services</b>	-	<b>20,353</b>	<b>22,619</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	
<b>Total Supplies, Services and Other</b>	\$ -	\$ <b>24,853</b>	\$ <b>27,037</b>	\$ <b>23,800</b>	\$ <b>23,000</b>	\$ <b>23,000</b>	

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Comm. Events & Vol.  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of the Community Events and Volunteers Division is to promote and provide opportunities for connections between City staff, Tukwila residents, community organizations and local businesses through the provision of community events and volunteer opportunities.

**Expenditure Summary**

<i>Parks &amp; Recreation - Community Events &amp; Volunteers</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 126,401	\$ 118,450	\$ 66,648	\$ 131,132	\$ 75,197	\$ 76,760	-42.66%	2.08%
Personnel Benefits	50,548	49,734	27,868	50,390	34,421	35,729	-31.69%	3.80%
Supplies	22,381	16,737	17,167	25,400	21,400	21,400	-15.75%	0.00%
Services	50,858	50,454	82,610	79,350	48,450	48,450	-38.94%	0.00%
<b>Expenditure Total</b>	<b>\$ 250,188</b>	<b>\$ 235,374</b>	<b>\$ 194,292</b>	<b>\$ 286,272</b>	<b>\$ 179,469</b>	<b>\$ 182,339</b>	<b>-37.31%</b>	<b>1.60%</b>

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Community Events and Volunteers</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Recreation Program Coordinator	0.75	0	\$ -	\$ -	0	\$ -	\$ -
Recreation Program Specialist	0.75	1	62,647	32,274	1	64,210	33,699
Extra Labor			12,550	2,148		12,550	2,030
<b>Total Comm. Events &amp; Vol.</b>	<b>1.5</b>	<b>1.00</b>	<b>\$ 75,197</b>	<b>\$ 34,421</b>	<b>1</b>	<b>\$ 76,760</b>	<b>\$ 35,729</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office and operating supplies. Services include professional services for various special events, advertising, rental, and printing for various programs, travel, and memberships, among others.

<i>Parks &amp; Recreation - Community Events and Volunteers</i>							
Account Number	Actual			Budget			
	2016	2017	Projected 2018	2018	2019	2020	
000.07.571.210.31.00	Supplies - Office & Operating	\$ -	\$ 16,737	\$ 17,167	\$ 25,400	\$ 21,400	\$ 21,400
000.07.571.210.31.01	Supplies - Operating	20,195	-	-	-	-	-
000.07.571.210.31.02	Supplies - Operating	2,186	-	-	-	-	-
<b>Total Supplies</b>		<b>22,381</b>	<b>16,737</b>	<b>17,167</b>	<b>25,400</b>	<b>21,400</b>	<b>21,400</b>
000.07.571.210.41.00	Prof Svcs - Backyard Wildlife Festival, Kids Festival, Touch A Truck, Misc Prof Svcs	-	38,118	61,538	58,400	31,300	31,300
000.07.571.210.41.01	Prof Svcs - Backyard Wildlife Festival, Kids Festival, Touch A Truck, Misc Prof Svcs	38,745	(176)	1,900	-	-	-
000.07.571.210.41.02	Volunteer Prof Svcs	1,161	-	-	-	-	-
000.07.571.210.42.02	Communication - Phone/Security	-	-	500	500	500	500
000.07.571.210.43.00	Travel - Travel expenses related to professional development and training	278	358	474	600	600	600
000.07.571.210.44.00	Advertising - Special events & the volunteer program	4,356	4,762	9,735	10,500	10,000	10,000
000.07.571.210.45.00	Rental - Backyard Wildlife Festival, concerts and cinema series, Kids Festival, Touch A Truck, misc. services	-	5,706	(0)	6,800	4,000	4,000
000.07.571.210.45.01	Rental - Backyard Wildlife Festival, concerts and cinema series, Kids Festival, Touch A Truck, misc. services	5,224	-	6,800	-	-	-
000.07.571.210.49.01	Misc - Backyard Wildlife Festival, concerts and cinema, Kids Festival, Touch A Truck, Misc printing	421	-	700	1,000	1,000	1,000
000.07.571.210.49.02	Misc - ASCAP, professional memberships, registrations, etc.	672	1,685	963	1,550	1,050	1,050
<b>Total Services</b>		<b>50,858</b>	<b>50,454</b>	<b>82,610</b>	<b>79,350</b>	<b>48,450</b>	<b>48,450</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 73,239</b>	<b>\$ 67,191</b>	<b>\$ 99,776</b>	<b>\$ 104,750</b>	<b>\$ 69,850</b>	<b>\$ 69,850</b>

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Planning & Business Operations  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

Expenditures and FTEs that were previously accounted for in the Planning & Business Operations Division are now reported in the Administration and Recreation Administration divisions. The schedules below are included for historical purposes.

**Expenditure Summary**

<i>Parks &amp; Recreation - Planning &amp; Business Operations</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ -	\$ 202,589	\$ 0	\$ 176,769	\$ -	\$ -	(100.00%)	-
Personnel Benefits	-	84,664	(1)	87,070	-	-	(100.00%)	-
Supplies	-	10,194	0	6,800	-	-	(100.00%)	-
Services	-	65,622	(1)	102,980	-	-	(100.00%)	-
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 363,069</b>	<b>\$ (1)</b>	<b>\$ 373,619</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(100.00%)</b>	<b>-</b>

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Planning &amp; Business Operations</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Parks & Recreation Manager	1	0	\$ -	\$ -	0	\$ -	\$ -
Facility Support Technician	1	0	-	-	0	-	-
Fiscal Specialist	1	0	-	-	0	-	-
Overtime			-	-		-	-
Clothing Allowance			-	-		-	-
<b>Total Planning &amp; Bus. Operations</b>	<b>3</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office and operating supplies. Services include professional services for various special events, advertising, rental, and printing for various programs, travel, and memberships, among others.

<i>Parks &amp; Recreation - Planning &amp; Business Operations</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.07.571.211.31.00 Supplies - Office	\$ -	\$ 10,194	\$ -	\$ 6,800	\$ -	\$ -
<b>Total Supplies</b>	-	<b>10,194</b>	-	<b>6,800</b>	-	-
000.07.571.211.41.00 Prof Svcs - Miscellaneous	-	151	-	3,000	-	-
000.07.571.211.42.01 Communication - Postage	-	993	-	4,000	-	-
000.07.571.211.42.02 Communication - Cell Phone and Cable	-	1,236	-	4,800	-	-
000.07.571.211.43.00 Travel - Meals, mileage, parking, lodging for trainings	-	1,026	-	1,400	-	-
000.07.571.211.44.00 Advertising -	-	-	-	500	-	-
000.07.571.211.45.10 Rental - Copier rentals	-	6,045	-	4,500	-	-
000.07.571.211.45.94 Rental-Equipment Replacement Fund	-	1,591	-	1,591	-	-
000.07.571.211.45.95 Rental-Equipment Rental O & M	-	19,187	-	34,189	-	-
000.07.571.211.48.01 R&M - Misc. equipment repairs	-	1,928	-	5,000	-	-
000.07.571.211.48.02 R&M - Postage maintenance	-	5,927	-	14,700	-	-
000.07.571.211.49.01 Misc - Printing and binding	-	-	-	2,000	-	-
000.07.571.211.49.02 Misc - Membership and training	-	5,869	-	7,300	-	-
000.07.571.211.49.08 Misc - ADA services and PPI credit card fees	-	21,669	-	20,000	-	-
<b>Total Services</b>	-	<b>65,622</b>	-	<b>102,980</b>	-	-
<b>Total Supplies, Services and Other</b>	<b>\$ -</b>	<b>\$ 75,816</b>	<b>\$ -</b>	<b>\$ 109,780</b>	<b>\$ -</b>	<b>\$ -</b>

**DEPARTMENT:** Recreation (07)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Rental Operations  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The mission of the Rental Operations Division is to promote and schedule the use of rental spaces in the Parks and Recreation system. All rental use of the system-wide facilities is coordinated and supervised by the division including the Community Center, picnic shelters, ball fields, and rental services (equipment rental). Fees are collected to offset costs.

**Expenditure Summary**

<i>Parks &amp; Recreation - Rental Operations</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ 392,424	\$ 180,518	\$ 154,678	\$ 192,119	\$ 189,347	\$ 192,623	-1.44%	1.73%	
Personnel Benefits	167,118	69,932	57,548	73,846	74,788	77,076	1.28%	3.06%	
Supplies	59,251	30,535	29,561	32,300	32,300	32,300	0.00%	0.00%	
Services	85,632	9,106	23,024	19,625	14,925	14,925	-23.95%	0.00%	
<b>Expenditure Total</b>	<b>\$ 704,424</b>	<b>\$ 290,091</b>	<b>\$ 264,811</b>	<b>\$ 317,890</b>	<b>\$ 311,359</b>	<b>\$ 316,924</b>	<b>-2.05%</b>	<b>1.79%</b>	

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Parks &amp; Recreation - Rental Operations</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Recreation Prog Coordinator	1	1	\$ 86,159	\$ 44,831	1	\$ 88,276	\$ 46,754
Facility Support Assistant	1	1	46,368	20,234	1	47,527	21,134
Extra Labor			56,820	9,723		56,820	9,189
<b>Total Rental Operations</b>	<b>2</b>	<b>2</b>	<b>\$ 189,347</b>	<b>\$ 74,788</b>	<b>2</b>	<b>\$ 192,623</b>	<b>\$ 77,076</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous office and operating supplies. Services include professional services, rental, travel, and memberships, among others.

<b>Parks &amp; Recreation - Rental Operations</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
000.07.571.212.31.01	Supplies - Office	\$ 12,005	\$ 91	\$ 3,180	\$ 300	\$ 300	\$ 300
000.07.571.212.31.02	Supplies - Facility Rentals	9,439	3,153	1,769	4,000	4,000	4,000
000.07.571.212.31.03	Supplies - Maintenance	14,372	6,761	1,611	6,000	6,000	6,000
000.07.571.212.34.03	Supplies - Rental Service and Supplies	23,434	20,530	23,000	22,000	22,000	22,000
<b>Total Supplies</b>		<b>59,251</b>	<b>30,535</b>	<b>29,561</b>	<b>32,300</b>	<b>32,300</b>	<b>32,300</b>
000.07.571.212.41.01	Prof Svcs - Miscellaneous	1,060	-	-	-	-	-
000.07.571.212.41.02	Prof Svcs - Cleaning	2,400	-	-	5,400	700	700
000.07.571.212.42.01	Communication - Postage	1,386	-	-	-	-	-
000.07.571.212.42.02	Communication - Cell Phone and Cable	6,486	0	-	-	-	-
000.07.571.212.43.00	Travel - Meals, mileage, parking, lodging for trainings	291	264	-	325	325	325
000.07.571.212.44.00	Advertising - BRAVO facility pub, misc.	6,192	6,253	2,118	6,700	6,700	6,700
000.07.571.212.45.01	Rental - Miscellaneous	-	(835)	500	500	500	500
000.07.571.212.45.02	Rental - Table and chair rental	399	351	2,654	1,500	1,500	1,500
000.07.571.212.45.10	Rental - Copier rentals	3,044	835	-	-	-	-
000.07.571.212.45.94	Rental-Equipment Replacement Fund	5,308	-	-	-	-	-
000.07.571.212.45.95	Rental-Equipment Rental O & M	15,192	-	-	-	-	-
000.07.571.212.48.01	R&M - Fitness room and misc. equipment repairs	4,969	-	-	-	-	-
000.07.571.212.48.02	R&M - CLASS maintenance agreement, phone line, copier rentals	14,681	-	15,936	-	-	-
000.07.571.212.48.03	R&M - Damaged equipment replacements	172	741	1,501	1,500	1,500	1,500
000.07.571.212.49.01	Misc - Printing and binding	-	-	-	2,000	2,000	2,000
000.07.571.212.49.02	Misc - Membership and training	1,521	1,505	315	1,700	1,700	1,700
000.07.571.212.49.10	Misc - User license	277	-	-	-	-	-
000.07.571.212.49.18	Misc - ADA services and PPI credit card fees	22,253	(8)	(1)	-	-	-
<b>Total Services</b>		<b>85,632</b>	<b>9,106</b>	<b>23,024</b>	<b>19,625</b>	<b>14,925</b>	<b>14,925</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 144,882</b>	<b>\$ 39,641</b>	<b>\$ 52,585</b>	<b>\$ 51,925</b>	<b>\$ 47,225</b>	<b>\$ 47,225</b>

**DEPARTMENT:** Parks (15)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rick Still

**DIVISION:** Parks Maintenance  
**FUND NUMBER:** 000  
**POSITION:** Parks & Recreation Director

**Description**

The Tukwila Parks, Trails and Open Space system is comprised of 159 acres of green space, including Fort Dent Park (home of Starfire Sports Complex and the Seattle Sounders FC), Duwamish Hill Preserve, the Tukwila Community Center, 11 neighborhood parks, 3 mini parks, 4 Fire Stations, City Hall grounds, a Skate Park, Spray Park, a Japanese Garden, 15 neighborhood foot trails and 11 miles of regional trails. A broad range of equipment and skilled workers are needed to maintain and improve the great variety of trees, shrubs, annuals, turf irrigation systems, maintenance equipment and outdoor equipment.

**Expenditure Summary**

<i>Parks &amp; Recreation - Parks Maintenance</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 547,366	\$ 589,573	\$ 669,594	\$ 686,894	\$ 768,857	\$ 795,962	11.93%	3.53%
Personnel Benefits	234,918	262,793	314,825	328,534	341,581	357,000	3.97%	4.51%
Supplies	149,704	73,951	54,513	58,800	76,400	59,400	29.93%	-22.25%
Services	522,184	425,105	462,138	497,986	443,749	439,548	-10.89%	-0.95%
<b>Expenditure Total</b>	<b>\$ 1,454,172</b>	<b>\$ 1,351,422</b>	<b>\$ 1,501,070</b>	<b>\$ 1,572,214</b>	<b>\$ 1,630,588</b>	<b>\$ 1,651,910</b>	<b>3.71%</b>	<b>1.31%</b>

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

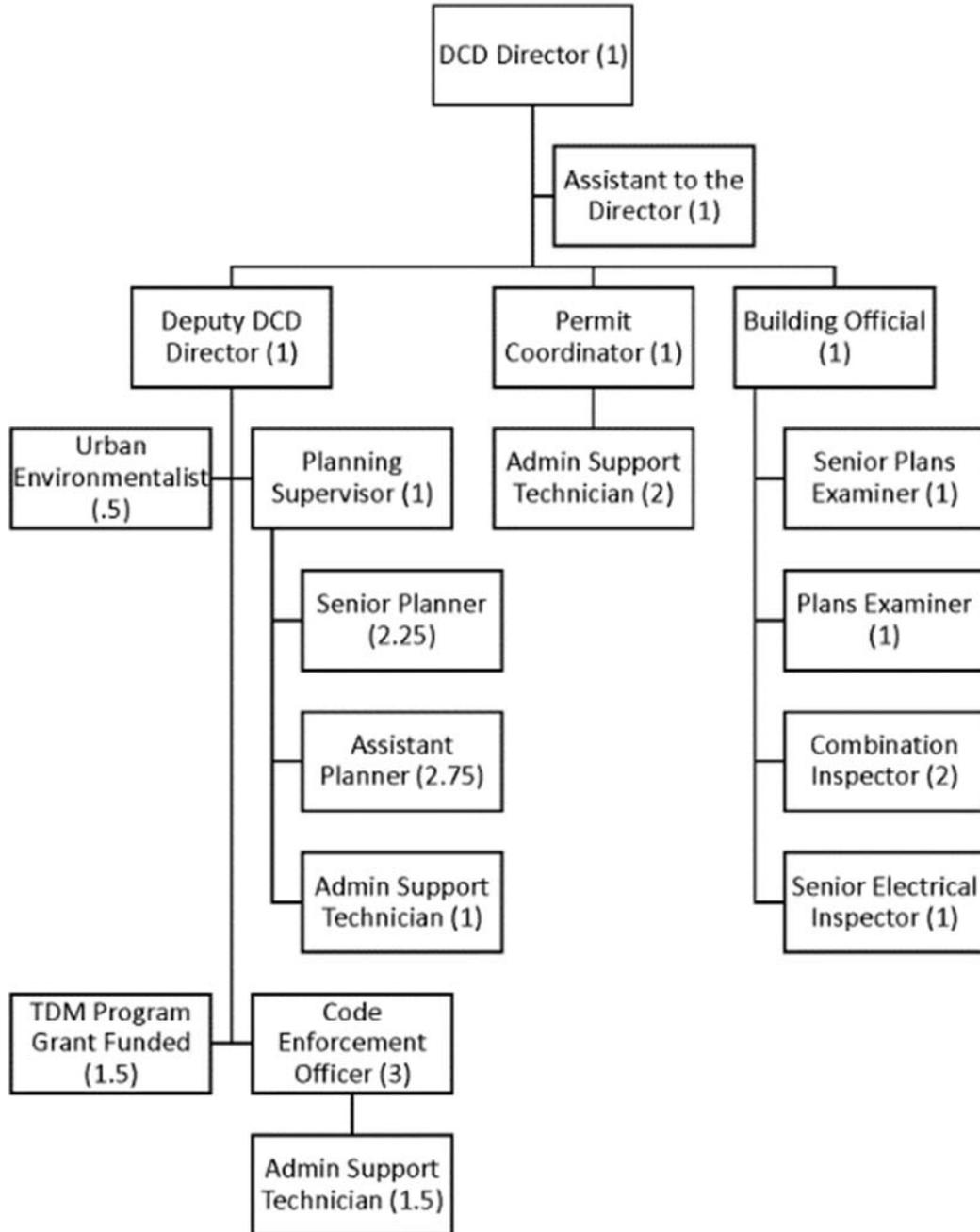
<i>Parks &amp; Recreation - Parks Maintenance</i>							
Position	2018	2019	2019 BUDGET		2020	2020 BUDGET	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Parks & Recreation Manager	1	1	\$ 120,248	\$ 52,075	1	\$ 122,616	\$ 54,059
Maint and Ops Superintendent	0	1	95,258	46,845	1	102,685	49,859
Parks Maintenance Supervisor	1	1	72,832	38,705	1	77,980	41,075
Lead Maint Specialist	1	1	74,887	42,579	1	80,208	45,157
Maint Specialist Parks	5	4	283,219	117,777	4	288,696	122,391
Facilities Maintenance Technician	0	1	70,277	32,882	1	71,640	34,211
Extra Labor			50,000	8,556		50,000	8,086
Overtime			2,137	212		2,137	212
Clothing Allowance			-	1,950		-	1,950
<b>Total Parks Maintenance</b>	<b>8</b>	<b>9</b>	<b>\$ 768,857</b>	<b>\$ 341,581</b>	<b>9</b>	<b>\$ 795,962</b>	<b>\$ 357,000</b>

**Expenditure Detail - Supplies, Services, and Other**

Supplies include repair and maintenance supplies and various park supplies. Services include professional services, security, rental, utilities, repair and maintenance, among others.

<b>Recreation - Parks Maintenance</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
000.15.576.800.31.00	Supplies - Office & Operating all stations	\$ 4,689	\$ 1,142	\$ 8,658	\$ 3,500	\$ 3,500	\$ 3,500
000.15.576.800.31.01	Supplies - Repairs & maintenance	132,208	66,081	43,174	40,000	63,600	46,600
000.15.576.800.31.11	Supplies - Trees, plants, flowers	2,403	-	269	4,000	-	-
000.15.576.800.31.17	Supplies - Playground equipment parts	126	1,411	484	6,300	6,300	6,300
000.15.576.800.31.18	Supplies - Park signage	304	-	-	-	-	-
000.15.576.800.35.00	Supplies - Small tools, equipment	9,974	5,318	1,928	5,000	3,000	3,000
<b>Total Supplies</b>		<b>149,704</b>	<b>73,951</b>	<b>54,513</b>	<b>58,800</b>	<b>76,400</b>	<b>59,400</b>
000.15.576.800.41.00	Prof Svcs - Other	80,250	29,722	10,507	30,216	20,000	20,000
000.15.576.800.41.02	Prof Svcs - Fort Dent restroom cleaning	8,000	10,516	10,270	9,000	9,000	9,000
000.15.576.800.41.03	Prof Svcs - Contracted park security services	22,200	23,800	17,447	22,200	11,800	12,604
000.15.576.800.42.00	Communication	2,130	2,287	1,699	-	700	700
000.15.576.800.43.00	Travel - Parking, mileage	585	1,305	23	225	225	225
000.15.576.800.45.00	Rental - Portable toilet and equipment	12,756	17,990	7,399	11,832	7,000	7,000
000.15.576.800.47.00	Public Utility - City Light, Puget Sound Energy, park irrigation	149	5,780	4,275	4,275	5,400	5,778
000.15.576.800.47.21	Public Utility - Electricity	9,984	11,937	14,073	14,200	13,200	14,124
000.15.576.800.47.22	Public Utility - Gas	459	735	1,014	600	800	856
000.15.576.800.47.25	Public Utility - Water/Sewer	116,801	99,886	140,419	149,150	95,964	104,714
000.15.576.800.47.26	Public Utility - Surface Water	121,208	131,286	132,115	133,500	146,700	156,969
000.15.576.800.47.28	Public Utility - Solid Waste	-	-	1,000	1,000	1,000	1,000
000.15.576.800.45.94	Rental - Equipment replacement fund	42,687	15,582	15,582	15,582	33,382	15,582
000.15.576.800.45.95	Rental - Equipment rental O & M	51,638	63,715	73,699	76,624	72,578	77,996
000.15.576.800.48.00	R&M - Parking lot cleaning, electrical repairs, park and trail repairs	37,280	3,946	29,253	20,500	21,000	8,000
000.15.576.800.48.01	R&M - Tree Maintenance	-	1,752	-	5,000	2,000	2,000
000.15.576.800.48.02	R&M - Fort Dent Maintenance	7,276	-	-	-	-	-
000.15.576.800.49.00	Misc - Memberships, professional development/training, uniform cleaning	8,783	4,865	3,364	4,082	3,000	3,000
<b>Total Services</b>		<b>522,184</b>	<b>425,105</b>	<b>462,138</b>	<b>497,986</b>	<b>443,749</b>	<b>439,548</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 671,888</b>	<b>\$ 499,056</b>	<b>\$ 516,651</b>	<b>\$ 556,786</b>	<b>\$ 520,149</b>	<b>\$ 498,948</b>

# Community Development



**DEPARTMENT:** Community Development (08)

**FUND:** General

**RESPONSIBLE MANAGER:** Jack Pace

**FUND NUMBER:** 000

**POSITION:** DCD Director

## Description

The Department of Community Development is organized into three divisions: Building, Permit Coordination, and Planning and Community Services. Administration oversees the functions of Building, Planning and Permit Coordination and provides reception and clerical support to the department. The Director is the SEPA responsible official for environmental review, chairman of the Development Review Committee and Short Subdivision Committee, and coordinator of regional planning issues.

## 2017-2018 Accomplishments

- ◆ Adopted updated landscape and tree codes to implement Comprehensive Plan tree canopy goals which will improve the health and aesthetics of residential neighborhoods and development. **Strategic Goals 3 & 4.**
- ◆ Conducted extensive marketing and outreach to modify Tukwila's transportation mode split including outreach to diverse communities, such as Veterans, individuals with limited English proficiency, and elderly and low-income populations using the CTR grants. **Strategic Goals 3 & 4.**
- ◆ Adopted updates to Accessory Dwelling Unit regulations along with an ADU amnesty program to improve life safety conditions. **Strategic Goals 1 & 2.**
- ◆ Partnered with non-profit housing developers to increase affordable housing options. **Strategic Goals 1 & 2.**
- ◆ Enhanced the Rental Housing Licensing and Inspection Program with an additional half time support tech. **Strategic Goal 2.**
- ◆ Completed several large construction projects such as the 19 story Hotel Interurban, 5 story Holiday Inn Express, SHAG Tukwila Village Senior Living Buildings D, E, and Community Commons Building C, and 4 story Woodsprings Suites Hotel. Received and reviewed plans for Foster High School \$34 million addition/remodel, and 3 story Quail Park Senior Housing. Began construction on 7 story Sterling Southcenter and Chick-Fil-A drive through. **Strategic Goals 1, 3 & 4.**
- ◆ Maintained a 24-hour turnaround time for building inspections. **Strategic Goals 2 & 4.**
- ◆ Issued 2,809 permits valued at \$228,430,530 and revenue of \$6,110,505 **Strategic Goal 3.**
- ◆ Conducted 74 Pre-application meetings for potential projects **Strategic Goal 3.**
- ◆ Continued Business & MF Recycling & Composting Outreach. **Strategic Goals 3 & 4.**
- ◆ Assisted the Tukwila School District in implementing their Capital Facilities improvements. **Strategic Goal 2.**

- ◆ Assisted PW in seeking funds for implementation of the Longacres improvements. **Strategic Goals 1, 3 & 5.**

## 2019-2020 Outcome Goals

- ◆ Implement an ADU amnesty program for existing unpermitted units **Strategic Goals 1 & 2.**
- ◆ Adopt TIB regulatory updates to implement the Comprehensive Plan vision **Strategic Goals 1 & 2.**
- ◆ Adopt revised regulations for Tukwila South prior to expiration of the development agreement in 2023 **Strategic Goals 3 & 4.**
- ◆ Update Sensitive Area regulations to meet best available science and State requirements **Strategic Goals 1 & 5.**
- ◆ Update Tukwila's Sensitive Area maps to reflect new regulations and mitigation actions **Strategic Goals 1 & 5.**
- ◆ Update Tukwila's Shoreline Master Program to meet State requirements **Strategic Goals 1 & 5.**
- ◆ Review and update short term rental regulations and residential definitions **Strategic Goals 1 & 5.**
- ◆ Create an educational campaign for new tree regulations **Strategic Goals 1 & 5.**
- ◆ Continue Business & MF Recycling & Composting Outreach. **Strategic Goals 3 & 4.**
- ◆ Modify Tukwila's transportation mode split through extensive marketing and outreach including diverse communities, such as Veterans, individuals with limited English proficiency, and elderly and low-income populations using the CTR grant. **Strategic Goals 3 & 4.**
- ◆ Begin Buildable Lands data gathering and analysis.
- ◆ Implement online permit applications and electronic plan review. **Strategic Goal 4.**
- ◆ Adopt and implement State 2018 I-Codes in 2020. **Strategic Goal 3 & 4.**
- ◆ Implementation of BlueBeam Electronic Plan Submittal and Review. **Strategic Goal 3 & 4.**
- ◆ Implement a 90% paperless plan review process. **Strategic Goal 3 & 4.**
- ◆ Implementation of over the counter permit process. **Strategic Goal 3 & 4.**
- ◆ Continue to maintain a 24-hour turnaround time for building inspections. **Strategic Goal 3 & 4.**
- ◆ Continue to improve plan review turnaround time. **Strategic Goal 3 & 4.**

## 2019-2020 Indicators of Success

- ◆ Development permits accepted online, and plans reviewed electronically.
- ◆ Transportation mode split shows higher usage of transit, van pools, bicycling and walking.
- ◆ Continued improvement in rental housing conditions.
- ◆ Implementation of Tukwila International Boulevard policies and strategies.
- ◆ Short review times for development permits (Electrical Permit / Plumbing /Gas Permits).

## Budget Change Discussion

**Salaries & Benefits.** COLA increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement. Two staffing changes were included in the 2019-2020 budget: 1) a reduction of .25 FTEs for the Transportation Demand Coordinator which is partially grant funded and 2) a Senior Planner (1 FTE) had retired, and the position was replaced with an Assistant Planner position (1 FTE).

**Supplies.** Supplies for 2019 and 2020 were decreased by \$13,000 compared to the 2018 budget as part of the effort to reduce departmental expenses by 3%.

**Services.** Overall, the services category was reduced by about \$85,000 for 2019 and 2020 with most of the amount coming from the Professional Services line. The reduction reflects the effort to reduce expenditures and should have the least impact on the Department's services.

**Intergovernmental.** The Metro CTR (Commuter Trip Reduction) program line in this category remains unchanged from the 2018 budget.

**Department Detail:**

**Staffing and Expenditure by Program**

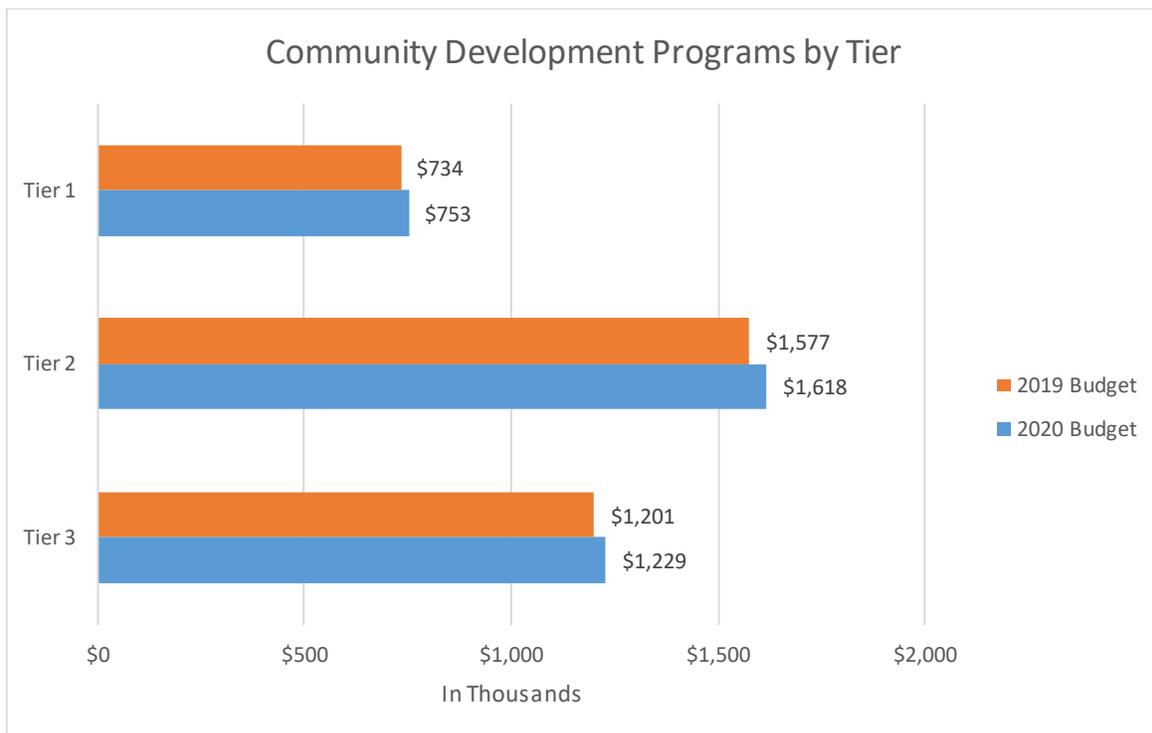
PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Construction Permit Review and Inspection	5.49	733,781	20.9%	753,409	20.9%	2.7%
Customer Inquiries and Assistance	3.48	375,449	10.7%	387,221	10.8%	3.1%
Permit Intake and Coordination	2.50	362,099	10.3%	370,625	10.3%	2.4%
Current Planning	2.19	305,335	8.7%	315,506	8.8%	3.3%
Comprehensive Plan Implementation	2.05	342,398	9.8%	350,840	9.7%	2.5%
DCD Administration	1.70	318,379	9.1%	325,506	9.0%	2.2%
Code Enforcement	2.48	267,876	7.6%	274,961	7.6%	2.6%
Planning Commission, Board of Architectural Review and Hearing Examiner	1.39	187,843	5.3%	193,686	5.4%	3.1%
Trasnportation Demand Management	1.50	181,598	5.2%	183,851	5.1%	1.2%
Regional Government Coordination	0.80	150,703	4.3%	154,200	4.3%	2.3%
Rental Housing	1.53	140,761	4.0%	144,739	4.0%	2.8%
Abatement	0.30	88,261	2.5%	89,342	2.5%	1.2%
Recycling	0.11	57,075	1.6%	56,531	1.6%	(1.0%)
<b>PROGRAM TOTALS</b>	<b>25.5</b>	<b>3,511,558</b>	<b>100%</b>	<b>3,600,417</b>	<b>100%</b>	<b>2.5%</b>

*\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget.*

*Therefore, no historical data is available.*

**Programs by Tier**

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Community Development fall into the top three tiers with 34% of the budget allocated to Tier 1 and 45% allocated to Tier 2.



## Program Descriptions

### ***Building***

Construction Permit Review and Inspection: Review Building, Plumbing, Electrical, Energy, and Mechanical Permits for compliance with State Building Code requirements.

### ***Administration***

Customer Inquiries and Assistance: Respond to or assign requests from public (such as Public Records Requests, Building Permit record, or zoning records).

DCD Administration: Provide leadership and management to program areas including: workplan, program budget, contract management, personnel management, training, city addressing and operations.

Regional Government Coordination: Participating on regional committees and task forces, outreach to neighboring jurisdictions (K4C, IJT, Housing Task Force, Metro/Sound Transit).

Planning Commission, Board of Architectural Review and Hearing Examiner: Hold hearings, issue decisions, and make recommendations to the City Council on land use matters as well as appeals hearings on administrative decisions.

### ***Permit Coordination***

Permit Intake and Coordination: Intake approximately 1,800 construction permits, manage review, and issue approval or denials

### ***Planning***

Current Planning: Review of Building and Construction permits, sign permits, special permissions, wireless facilities, and review development proposals such as Plats, SEPA, and Shoreline Permits

Comprehensive Plan Implementation: provide for legislative development of polices and regulations to implement Washington State Laws related to governance, environment and land use and implementation of the City Strategic Plan. (Such as Growth Management Act, Shoreline Management Act, State Environmental Policy Act and Annexation laws)

Recycling: Grant Funded – provides education and support to improve waste prevention and recycling

Transportation Demand Management: Grand Funded – Increase non-drive alone travel and reduce vehicle miles traveled

Code Enforcement: Compliance with the City's laws and regulations for land use, zoning, building, housing, landscaping and environmentally sensitive areas

Rental Housing: Compliance with City's Rental Housing Ordinance and inspection requirement

Abatement: A revolving budget fund to remove public nuisances

**Expenditure Summary**

<b>Community Development</b>								
<b>Expenditures By Program</b>	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
			<b>2018</b>					
Administration	\$ 341,670	\$ 353,189	\$ 369,561	\$ 380,509	\$ 373,947	\$ 381,914	-1.72%	2.13%
Planning	1,036,220	1,169,715	1,225,900	1,285,783	1,203,005	1,238,980	-6.44%	2.99%
Code Enforcement	392,069	389,566	442,287	533,335	475,685	487,594	-10.81%	2.50%
Permit Coordination	445,636	359,905	322,940	411,455	419,769	430,112	2.02%	2.46%
Building Division	723,733	714,434	691,769	871,623	814,819	836,069	-6.52%	2.61%
Recycling Program	44,951	45,304	50,299	46,000	42,734	41,900	-7.10%	-1.95%
TDM Program	225,600	251,434	258,561	142,455	181,599	183,848	27.48%	1.24%
<b>Department Total</b>	<b>\$ 3,209,879</b>	<b>\$ 3,283,547</b>	<b>\$ 3,361,316</b>	<b>\$ 3,671,160</b>	<b>\$ 3,511,557</b>	<b>\$ 3,600,417</b>	<b>-4.35%</b>	<b>2.53%</b>

<b>Community Development</b>								
<b>Expenditures By Type</b>	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
			<b>2018</b>					
Salaries & Wages	\$ 2,004,026	\$ 2,088,314	\$ 2,083,881	\$ 2,247,104	\$ 2,256,626	\$ 2,314,063	0.42%	2.55%
Personnel Benefits	729,138	785,376	801,218	949,760	879,203	912,681	-7.43%	3.81%
Supplies	35,947	61,983	39,441	35,680	22,680	22,680	-36.43%	0.00%
Services	425,358	339,944	435,859	437,616	352,048	349,993	-19.55%	-0.58%
Intergovt. Svcs & Taxes	15,410	7,930	916	1,000	1,000	1,000	0.00%	0.00%
<b>Department Total</b>	<b>\$ 3,209,879</b>	<b>\$ 3,283,547</b>	<b>\$ 3,361,316</b>	<b>\$ 3,671,160</b>	<b>\$ 3,511,557</b>	<b>\$ 3,600,417</b>	<b>-4.35%</b>	<b>2.53%</b>

**Expenditure Detail - Salaries & Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i>Community Development</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
DCD Director	1	1	\$ 160,210	\$ 56,556	1	\$ 163,368	\$ 58,269
Deputy DCD Director	1	1	132,837	58,601	1	135,432	60,533
Assistant to the Director	1	1	83,083	35,970	1	84,840	37,307
Planning Supervisor	1	1	120,248	50,086	1	122,760	51,891
Senior Planner	3.25	2.25	237,119	64,148	2.25	241,800	65,931
Assistant Planner	1.75	2.75	250,156	69,817	2.75	263,444	73,523
Urban Environmentalist	0.5	0.5	51,980	11,087	0.5	53,328	11,394
TDM Coordinator	1.75	1.5	83,352	24,230	1.5	83,200	24,583
Code Enforcement Officer	3	3	198,374	104,936	3	203,288	109,427
Permit Coordinator	1	1	79,731	38,614	1	81,312	40,070
Building Official	1	1	124,844	47,725	1	127,752	49,457
Senior Electrical Inspector	1	1	91,804	37,373	1	94,072	38,891
Senior Plans Examiner	1	1	73,080	34,553	1	74,920	36,036
Combination Inspector	2	2	146,335	81,327	2	149,640	84,832
Plans Examiner	1	1	75,201	33,001	1	77,314	34,332
Admin Support Technician	4.5	4.5	272,714	120,408	4.5	280,172	125,245
CTR Coordinator - Grant Funded			18,192	4,113		18,192	4,113
Extra Labor			47,672	4,724		49,536	4,909
Overtime			9,694	961		9,694	961
Clothing Allowance				975			975
<b>Department Total</b>	<b>25.75</b>	<b>25.50</b>	<b>\$ 2,256,626</b>	<b>\$ 879,204</b>	<b>25.50</b>	<b>\$ 2,314,063</b>	<b>\$ 912,681</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include office and operating supplies, resale items for programs, and small tools. Services include professional services, travel, operating leases, equipment rental and replacement costs, utilities and repair & maintenance, among others. Intergovernmental includes pass-through grant funds.

<b>Community Development</b>						
<b>Account Name, Purpose</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Salaries	\$ 1,934,610	\$ 2,028,438	\$ 1,980,568	\$ 2,199,436	\$ 2,181,068	\$ 2,236,641
Extra Labor	66,250	53,079	82,420	36,574	65,864	67,728
Overtime	3,165	6,796	20,894	11,094	9,694	9,694
FICA	149,893	156,066	156,998	172,850	172,823	176,893
Pension	219,685	243,041	256,030	265,439	279,482	286,549
Industrial Insurance	15,261	15,762	14,124	25,899	22,280	24,439
Healthcare	343,748	369,897	371,154	482,597	403,643	423,825
Unemployment	-	-	-	-	-	-
Clothing Allowance	551	610	2,912	2,975	975	975
<b>Total Salaries &amp; Benefits</b>	<b>2,733,164</b>	<b>2,873,690</b>	<b>2,885,099</b>	<b>3,196,864</b>	<b>3,135,829</b>	<b>3,226,744</b>
Supplies	35,947	61,802	38,946	35,180	22,180	22,180
Small tools	-	181	495	500	500	500
<b>Total Supplies</b>	<b>35,947</b>	<b>61,983</b>	<b>39,441</b>	<b>35,680</b>	<b>22,680</b>	<b>22,680</b>
Professional services	223,024	242,200	225,379	203,900	129,654	128,820
Communication	4,548	9,633	8,737	6,500	7,280	7,280
Travel	5,682	5,054	11,120	13,800	5,000	5,000
Advertising	-	303	-	-	300	300
Operating leases	17,551	16,836	11,687	12,954	20,931	19,710
Utilities	1,704	2,662	1,849	2,500	2,500	2,500
Repair and maintenance	60,192	11,404	21,371	53,185	52,635	52,635
Miscellaneous	112,657	51,852	155,717	144,777	133,748	133,748
<b>Total Services</b>	<b>425,358</b>	<b>339,944</b>	<b>435,859</b>	<b>437,616</b>	<b>352,048</b>	<b>349,993</b>
Intergovernmental	15,408	7,642	500	1,000	1,000	1,000
Excise Taxes	1	289	416	-	-	-
<b>Total Community Development</b>	<b>\$ 3,209,879</b>	<b>\$ 3,283,547</b>	<b>\$ 3,361,316</b>	<b>\$ 3,671,160</b>	<b>\$ 3,511,557</b>	<b>\$ 3,600,417</b>

**DEPARTMENT:** Comm. Dev. (08)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jack Pace

**DIVISION:** Administration  
**FUND NUMBER:** 000  
**POSITION:** DCD Director

**Description**

The Community Development department is organized into three divisions: Building, Permit Coordination, and Planning and Community Services. Administration oversees the functions of Building, Planning, and Permit Coordination and provides reception and clerical support to the department. The Director is the SEPA responsible official for environmental review, chairman of the Development Review Committee, and Short Subdivision Committee, and coordinator of regional planning issues.

**Expenditure Summary**

<i>Community Development - Administration</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 226,899	\$ 234,241	\$ 240,620	\$ 236,194	\$ 244,793	\$ 249,708	3.64%	2.01%
Personnel Benefits	84,673	86,188	92,105	97,335	92,674	95,725	-4.79%	3.29%
Supplies	16,103	21,268	12,647	9,680	9,680	9,680	0.00%	0.00%
Services	13,994	11,205	23,772	37,300	26,800	26,800	-28.15%	0.00%
Intergovt. Services & Taxes	1	289	416	-	-	-	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$ 341,670</b>	<b>\$ 353,189</b>	<b>\$ 369,561</b>	<b>\$ 380,509</b>	<b>\$ 373,947</b>	<b>\$ 381,913</b>	<b>-1.72%</b>	<b>2.13%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Community Development - Administration</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
DCD Director	1	1	\$ 160,210	\$ 56,556	1	\$ 163,368	\$ 58,269
Assistant to the Director	1	1	83,083	35,970	1	84,840	37,307
Overtime			1,500	149		1,500	149
<b>Total</b>	<b>2</b>	<b>2</b>	<b>\$ 244,793</b>	<b>\$ 92,674</b>	<b>2</b>	<b>\$ 249,708</b>	<b>\$ 95,725</b>

### Expenditure Detail - Supplies, Services and Other

Supplies include miscellaneous office supplies. Services include professional services, travel, operating leases, equipment rental and replacement costs and repair & maintenance, among others.

<b>Community Development - Administration</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.08.558.710.31.00 Supplies - Office	\$ 16,103	\$ 21,268	\$ 12,647	\$ 9,680	\$ 9,680	\$ 9,680
<b>Total Supplies</b>	<b>16,103</b>	<b>21,268</b>	<b>12,647</b>	<b>9,680</b>	<b>9,680</b>	<b>9,680</b>
000.08.558.710.41.00 Prof Svcs - Consulting svcs	750	107	7,172	10,000	-	-
000.08.558.710.41.01 Prof Svcs - pass through	-	-	5,000	10,000	10,000	10,000
000.08.558.710.43.00 Travel - Meals, parking, mileage	2,042	824	734	500	500	500
000.08.558.710.45.00 Rental - Operating leases and rentals	7,590	4,573	3,534	4,800	4,800	4,800
000.08.558.710.48.00 R&M - Repairs and maintenance	1,289	1,247	727	500	500	500
000.08.558.710.49.00 Misc - Registration - annual training and seminars	1,064	2,546	976	2,500	2,500	2,500
000.08.558.710.49.30 Misc - Memberships - APA, WA City Planning Directors Assn., and American Planning Assn.	-	-	798	500	500	500
000.08.558.710.49.40 Misc - Memberships and training	659	1,283	4,831	6,000	6,000	6,000
000.08.558.100.49.40 Misc - Memberships and training	-	-	-	-	-	-
000.08.558.710.49.53 Misc - Hearing Examiner Fees	600	625	0	2,500	2,000	2,000
<b>Total Services</b>	<b>13,994</b>	<b>11,205</b>	<b>23,772</b>	<b>37,300</b>	<b>26,800</b>	<b>26,800</b>
000.08.558.710.49.01 Taxes & Assmnts - Excise Tax	1	289	416	-	-	-
<b>Total Intergovernmental</b>	<b>1</b>	<b>289</b>	<b>416</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 30,098</b>	<b>\$ 32,761</b>	<b>\$ 36,835</b>	<b>\$ 46,980</b>	<b>\$ 36,480</b>	<b>\$ 36,480</b>

**DEPARTMENT:** Comm. Dev. (08)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jack Pace

**DIVISION:** Planning  
**FUND NUMBER:** 000  
**POSITION:** DCD Director

**Description**

The Planning Division is responsible for processing applications for development under the Zoning Code, Subdivision Ordinance, Sign Code, SEPA Ordinance, Comprehensive Plan and Shoreline Master Program. The development process includes preparation of staff reports for the Planning Commission, Board of Architectural Review, and Hearing Examiner. Per the Growth Management Act, the division manages the update of the Comprehensive Plan through the Planning Commission and City Council. This also involves coordination of issues through other agencies of the State, County, and other cities. This division also manages the City’s residential and commercial recycling program, Code Enforcement, Rental Housing Program, and administers the community-wide Transportation Demand Management (TDM) program and GIS service for the department.

**Expenditure Summary**

<i>Community Development - Planning</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 752,743	\$ 813,109	\$ 838,297	\$ 863,802	\$ 862,301	\$ 888,035	-0.17%	2.98%
Personnel Benefits	239,947	268,154	284,687	312,846	274,598	284,839	-12.23%	3.73%
Supplies	4,932	6,106	8,087	8,000	4,500	4,500	-43.75%	0.00%
Services	38,599	82,345	94,828	101,135	61,606	61,606	-39.09%	0.00%
<b>Expenditure Total</b>	<b>\$1,036,220</b>	<b>\$1,169,715</b>	<b>\$1,225,900</b>	<b>\$1,285,783</b>	<b>\$1,203,004</b>	<b>\$1,238,980</b>	<b>-6.44%</b>	<b>2.99%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements. One existing Administrative Support Technician was moved into Planning from the Permit Center.

<i>Community Development - Planning</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Deputy DCD Director	1	1	\$ 132,837	\$ 58,601	1	\$ 135,432	\$ 60,533
Planning Supervisor	1	1	120,248	50,086	1	122,760	51,891
Senior Planner	3.25	2.25	237,119	64,148	2.25	241,800	65,931
Assistant Planner	1.75	2.75	250,156	69,817	2.75	263,444	73,523
Urban Environmentalist	0.5	0.5	51,980	11,087	0.5	53,328	11,394
Admin Support Technician	1	1	52,114	19,091	1	53,424	19,798
Extra Labor			16,000	1,586		16,000	1,586
Overtime			1,847	183		1,847	183
<b>Total</b>	<b>8.5</b>	<b>8.5</b>	<b>\$ 862,301</b>	<b>\$ 274,598</b>	<b>8.5</b>	<b>\$ 888,035</b>	<b>\$ 284,839</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include miscellaneous office and operating supplies, program supplies, as well as replacement trees. Services include professional services, travel, communication, fees paid to King County, recycling events, equipment rental and replacement costs and repair & maintenance, among others.

<b>Community Development - Planning</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.08.558.600.31.00 Supplies -Office and Operating	\$ 3,935	\$ 6,106	\$ 5,087	\$ 5,000	\$ 3,000	\$ 3,000
000.08.558.600.31.01 Supplies - Graphics	-	-	-	-	-	-
000.08.558.600.31.02 Supplies - Tree Replacement	996	-	3,000	3,000	1,500	1,500
<b>Total Supplies</b>	<b>4,932</b>	<b>6,106</b>	<b>8,087</b>	<b>8,000</b>	<b>4,500</b>	<b>4,500</b>
000.08.558.600.41.00 Prof Svcs - Comp Plan, Tree Ord, TIB, TOD at TIB Sta.	19,880	70,734	61,650	54,000	36,500	36,500
000.08.558.600.41.06 Prof Svcs - SEPA Consultant	-	-	10,000	10,000	-	-
000.08.558.600.41.18 Prof Svcs - Northwest Arena	-	-	-	-	-	-
000.08.558.600.42.00 Communication - Postage for public notices and citizen communication, Newspaper notices for legal notices and annual garage sale	-	-	877	3,000	1,000	1,000
000.08.558.600.43.00 Travel - Parking, meals, mileage for seminars and training	749	1,918	1,863	2,000	2,000	2,000
000.08.558.600.48.00 R&M - Annual maintenance for ESRI, copiers, other equipment & repairs	8,104	4,237	8,135	8,135	8,135	8,135
000.08.558.600.49.00 Misc - Printing and other services	7,834	3,778	1,801	11,000	5,971	5,971
000.08.558.600.49.30 Misc - Dues and Subscriptions	369	1,296	2,676	4,500	3,500	3,500
000.08.558.600.49.40 Misc - Training	1,018	1,267	7,826	8,500	3,500	3,500
000.08.558.600.49.53 Misc. - Hearing Examiners	646	(885)	-	-	1,000	1,000
<b>Total Services</b>	<b>38,599</b>	<b>82,345</b>	<b>94,828</b>	<b>101,135</b>	<b>61,606</b>	<b>61,606</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 43,531</b>	<b>\$ 88,451</b>	<b>\$ 102,915</b>	<b>\$ 109,135</b>	<b>\$ 66,106</b>	<b>\$ 66,106</b>

**DEPARTMENT:** Comm. Dev. (08)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jack Pace

**DIVISION:** Code Enforcement  
**FUND NUMBER:** 000  
**POSITION:** DCD Director

**Description**

The Code Enforcement office works with residents and property owners to enhance the quality of life by resolving non-criminal violations of the Tukwila Municipal Code.

**Expenditure Summary**

<i>Community Development - Code Enforcement</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 259,678	\$ 248,221	\$ 250,408	\$ 316,448	\$ 276,075	\$ 282,879	-12.76%	2.46%
Personnel Benefits	110,944	115,857	120,937	153,040	134,433	140,005	-12.16%	4.14%
Supplies	1,963	5,135	2,076	500	500	500	0.00%	0.00%
Services	19,484	20,353	68,866	63,347	64,677	64,210	2.10%	-0.72%
<b>Expenditure Total</b>	<b>\$ 392,069</b>	<b>\$ 389,566</b>	<b>\$ 442,287</b>	<b>\$ 533,335</b>	<b>\$ 475,686</b>	<b>\$ 487,594</b>	<b>-10.81%</b>	<b>2.50%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Community Development - Code Enforcement</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Code Enforcement Officer	3	3	\$ 198,374	\$ 104,936	3	\$ 203,288	\$ 109,427
Admin Support Technician	1.5	1.5	75,701	28,824	1.5	77,591	29,905
Extra Labor			1,000	99		1,000	99
Overtime			1,000	99		1,000	99
Clothing Allowance			-	475		-	475
<b>Department Total</b>	<b>4.5</b>	<b>4.5</b>	<b>\$ 276,075</b>	<b>\$ 134,433</b>	<b>4.5</b>	<b>\$ 282,879</b>	<b>\$ 140,005</b>

## Expenditure Detail - Supplies, Services and Other

Supplies include miscellaneous office and operating supplies. Services include professional services for code enforcement proposal, rental, and printing for various programs, travel, and memberships, among others.

<b>Community Development - Code Enforcement</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.08.524.600.31.01 Supplies - Office & Operating	\$ 1,963	\$ 5,135	\$ 2,076	\$ 500	\$ 500	\$ 500
<b>Total Supplies</b>	<b>1,963</b>	<b>5,135</b>	<b>2,076</b>	<b>500</b>	<b>500</b>	<b>500</b>
000.08.524.600.41.00 Prof Svcs - Code enforcement initiative	8,905	68	7,848	-	-	-
000.08.524.600.42.00 Communication	3,062	2,592	1,735	3,000	1,500	1,500
000.08.524.600.43.00 Travel - Parking, meals, mileage for WACE conferences and misc.	39	1,003	600	600	500	500
000.08.524.600.45.94 Rental - Equipment Replacement Fund	1,231	183	183	183	604	183
000.08.524.600.45.95 Rental - Equipment Rental O & M	3,444	4,195	3,637	3,637	6,146	6,100
000.08.524.600.47.00 Public Utility - Solid Waste Dump Passes	1,704	1,391	974	-	-	-
000.08.524.600.47.28 Utilities - Solid Waste	-	1,271	874	2,500	2,500	2,500
000.08.524.600.49.00 Misc - Conferences, training, membership dues, misc.	1,099	1,066	3,014	3,427	3,427	3,427
000.08.524.600.49.02 Misc - Abatement Program	-	8,584	50,000	50,000	50,000	50,000
<b>Total Services</b>	<b>19,484</b>	<b>20,353</b>	<b>68,866</b>	<b>63,347</b>	<b>64,677</b>	<b>64,210</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 21,447</b>	<b>\$ 25,488</b>	<b>\$ 70,942</b>	<b>\$ 63,847</b>	<b>\$ 65,177</b>	<b>\$ 64,710</b>

**DEPARTMENT:** Comm. Dev. (08)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jack Pace

**DIVISION:** Permit Coordination  
**FUND NUMBER:** 000  
**POSITION:** DCD Director

**Description**

The Permit Coordination Division is responsible for maintaining the permit system and receiving and issuing permits using TRAKiT software. Monthly building activity reports are prepared and forwarded to King County for sales tax and property tax credits. Public information is maintained at the counter for applicants and the community.

**Expenditure Summary**

<i>Community Development - Permit Coordination</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 247,193	\$ 205,104	\$ 180,884	\$ 211,231	\$ 226,478	\$ 232,316	7.22%	2.58%
Personnel Benefits	112,881	100,566	94,629	108,024	111,291	115,796	3.02%	4.05%
Supplies	2,227	2,475	3,846	3,000	2,500	2,500	-16.67%	0.00%
Services	83,336	51,759	43,582	89,200	79,500	79,500	-10.87%	0.00%
<b>Expenditure Total</b>	<b>\$ 445,636</b>	<b>\$ 359,905</b>	<b>\$ 322,940</b>	<b>\$ 411,455</b>	<b>\$ 419,769</b>	<b>\$ 430,112</b>	<b>2.02%</b>	<b>2.46%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements. One existing Administrative Support Technician was moved into Planning from the Permit Center.

<i>Community Development - Permit Coordination</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Permit Coordinator	1	1	\$ 79,731	\$ 38,614	1	\$ 81,312	\$ 40,070
Admin Support Technician	2	2	144,900	72,494	2	149,157	75,542
Overtime			1,847	183		1,847	183
<b>Total</b>	<b>3</b>	<b>3</b>	<b>\$ 226,478</b>	<b>\$ 111,291</b>	<b>3</b>	<b>\$ 232,316</b>	<b>\$ 115,796</b>

### Expenditure Detail - Supplies, Services and Other

Supplies include miscellaneous office and operating supplies. Services include professional services, rental, travel, and memberships, maintenance and support for TRAKiT, among others.

<b>Community Development - Permit Coordination</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.08.558.500.31.00 Supplies - Office & Operating	\$ 2,227	\$ 2,475	\$ 3,846	\$ 3,000	\$ 2,500	\$ 2,500
<b>Total Supplies</b>	<b>2,227</b>	<b>2,475</b>	<b>3,846</b>	<b>3,000</b>	<b>2,500</b>	<b>2,500</b>
000.08.558.500.41.00 Prof Svcs - Microfilming, Courier services and other services	7,013	23,398	1,872	5,000	4,720	4,720
000.08.558.500.42.00 Communication	493	622	-	-	780	780
000.08.558.500.43.00 Travel - Travel, hotel, meals forTRAKiT conference	730	796	3,700	3,700	1,500	1,500
000.08.558.500.48.00 R&M - Repair and maintenance services, TRAKiT maintenance and support	50,800	5,920	12,509	44,000	44,000	44,000
000.08.558.500.49.00 Misc - Memberships, certifications, registrations, conferences	313	1,306	4,074	6,500	3,500	3,500
000.08.558.500.49.08 Misc - PPI credit card fees (pass through)	23,988	19,718	21,426	30,000	25,000	25,000
<b>Total Services</b>	<b>83,336</b>	<b>51,759</b>	<b>43,582</b>	<b>89,200</b>	<b>79,500</b>	<b>79,500</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 85,563</b>	<b>\$ 54,234</b>	<b>\$ 47,428</b>	<b>\$ 92,200</b>	<b>\$ 82,000</b>	<b>\$ 82,000</b>

**DEPARTMENT:** Comm. Dev. (08)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jack Pace

**DIVISION:** Building  
**FUND NUMBER:** 000  
**POSITION:** DCD Director

**Description**

The mission of the Building division is to safeguard the public by ensuring that building construction conforms to the state-wide building code and companion codes and City ordinances. The focus of the division is the building permit process, plan review process, inspection process, and issuance of Certificates of Occupancy.

**Expenditure Summary**

<i>Community Development - Building Division</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 392,403	\$ 439,108	\$ 412,386	\$ 527,835	\$ 514,763	\$ 527,197	-2.48%	2.42%
Personnel Benefits	147,637	175,373	174,970	241,154	234,825	244,395	-2.62%	4.08%
Supplies	5,489	2,258	2,944	3,500	1,500	1,500	-57.14%	0.00%
Services	178,204	97,695	101,470	99,134	63,731	62,977	-35.71%	-1.18%
<b>Expenditure Total</b>	<b>\$ 723,733</b>	<b>\$ 714,434</b>	<b>\$ 691,769</b>	<b>\$ 871,623</b>	<b>\$ 814,819</b>	<b>\$ 836,069</b>	<b>-6.52%</b>	<b>2.61%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Community Development - Building Division</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Building Official	1	1	\$ 124,844	\$ 47,725	1	\$ 127,752	\$ 49,457
Senior Electrical Inspector	1	1	91,804	37,373	1	94,072	38,891
Senior Plans Examiner	1	1	73,080	34,553	1	74,920	36,036
Combination Inspector	2	2	146,335	81,327	2	149,640	84,832
Plans Examiner	1	1	75,201	33,001	1	77,314	34,332
Overtime			3,500	347		3,500	347
Clothing Allowance			-	500		-	500
<b>Department Total</b>	<b>6</b>	<b>6</b>	<b>\$ 514,763</b>	<b>\$ 234,825</b>	<b>6</b>	<b>\$ 527,197</b>	<b>\$ 244,395</b>

### Expenditure Detail - Supplies, Services and Other

Supplies include miscellaneous operating supplies. Services include professional services, travel related costs, memberships, credit card fees, and repair & maintenance, among others. The abatement program was moved into the Code Enforcement budget.

<b>Community Development - Building Division</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.08.558.501.31.00 Supplies - Office & Operating	\$ 5,489	\$ 2,078	\$ 2,449	\$ 3,000	\$ 1,000	\$ 1,000
000.08.558.501.35.00 Small Tools & Equipment - Furniture	-	181	495	500	500	500
<b>Total Supplies</b>	<b>5,489</b>	<b>2,258</b>	<b>2,944</b>	<b>3,500</b>	<b>1,500</b>	<b>1,500</b>
000.08.558.501.41.00 Prof Svcs - Project Peer Reviews - Reid Middleton & Sound Inspections & Investigative (pass through)	145,022	79,015	84,790	80,000	45,000	45,000
000.08.558.501.41.01 Prof Svcs - Leaf Inspections	-	-	-	3,400	-	-
000.08.558.501.42.00 Communication - Postage	993	6,420	6,125	500	3,000	3,000
000.08.558.501.43.00 Travel - Meals, parking for WABO meetings and for training	817	336	964	1,500	500	500
000.08.558.501.45.94 Rental - Equipment Replacement Fund	710	106	106	106	798	106
000.08.558.501.45.95 Rental - Equipment Rental O & M	4,577	7,779	4,228	4,228	8,583	8,521
000.08.558.501.48.00 R&M - Misc repairs and maintenance	-	-	-	550	-	-
000.08.558.501.49.00 Misc - Membership dues, registrations, and tuition	22,649	1,919	4,840	2,000	2,000	2,000
000.08.558.501.49.02 Misc - Abatement Program	16	-	-	-	-	-
000.08.558.501.49.30 Misc - Dues and Subscriptions	-	-	-	350	350	350
000.08.558.501.49.40 Misc - Training	3,420	2,120	418	6,500	3,500	3,500
<b>Total Services</b>	<b>178,204</b>	<b>97,695</b>	<b>101,470</b>	<b>99,134</b>	<b>63,731</b>	<b>62,977</b>
<b>Total Supplies and Services</b>	<b>\$ 183,693</b>	<b>\$ 99,954</b>	<b>\$ 104,414</b>	<b>\$ 102,634</b>	<b>\$ 65,231</b>	<b>\$ 64,477</b>

**DEPARTMENT:** Comm. Dev. (08)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jack Pace

**DIVISION:** Recycling Program  
**FUND NUMBER:** 000  
**POSITION:** DCD Director

**Description**

The Recycling Program objectives are to develop and enhance waste prevention and recycling programs in Tukwila, and to implement activities that work towards meeting local and regional solid waste, resource conservation, and sustainability goals. The program also supports the recycling components of the City’s solid waste contract. Program strategies include providing outreach, promotion, education, and technical assistance to businesses, multi-family complexes, and single-family residences on recycling and waste prevention, offering special residential recycling events, and supporting other resource conservation projects, such as composting, within the City. The program activities and materials are primarily funded by Washington State and King County grants. The Recycling Program is housed within the Department of Community Development.

**Expenditure Summary**

<i>Community Development - Recycling Program</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 10,531	\$ 5,902	\$ 4,162	\$ -	\$ -	\$ -	0.00%	0.00%
Personnel Benefits	2,858	1,214	1,436	-	-	-	0.00%	0.00%
Supplies	4,009	6,194	8,689	9,000	4,000	4,000	-55.56%	0.00%
Services	27,553	31,994	36,013	37,000	38,734	37,900	4.69%	-2.15%
<b>Expenditure Total</b>	<b>\$ 44,951</b>	<b>\$ 45,304</b>	<b>\$ 50,299</b>	<b>\$ 46,000</b>	<b>\$ 42,734</b>	<b>\$ 41,900</b>	<b>-7.10%</b>	<b>-1.95%</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include miscellaneous operating supplies. Services include professional services, travel related costs, memberships, credit card fees, and repair & maintenance, among others.

<i>Community Development - Recycling Program</i>							
Account Number	Actual			Budget			
	2016	2017	Projected 2018	2018	2019	2020	
000.08.554.900.31.02 Supplies - Recycling - CPG	\$ -	\$ 911	\$ 1,713	\$ 2,000	\$ -	\$ -	
000.08.554.900.31.04 Supplies - Recycling-KC WRR - Grant	4,009	5,284	6,976	7,000	4,000	4,000	
<b>Total Supplies</b>	<b>4,009</b>	<b>6,194</b>	<b>8,689</b>	<b>9,000</b>	<b>4,000</b>	<b>4,000</b>	
000.08.554.900.41.02 Prof Svcs - Recycling-CPG - Grant	1,198	5,675	4,934	5,000	4,434	3,600	
000.08.554.900.41.04 Prof Svcs -- Recycling-KC WRR - Grant	20,735	22,609	25,000	25,000	29,000	29,000	
000.08.554.900.42.04 Communications - Recycling - KC WRR	-	-	-	-	1,000	1,000	
000.08.554.900.44.04 Advertising - Recycling-KC WRR	-	303	-	-	300	300	
000.08.554.900.49.02 Misc. - Recycling - CPG	-	-	-	-	-	-	
000.08.554.900.49.04 Misc. - Recycling-KC WRR	5,620	3,407	6,078	7,000	4,000	4,000	
<b>Total Services</b>	<b>27,553</b>	<b>31,994</b>	<b>36,013</b>	<b>37,000</b>	<b>38,734</b>	<b>37,900</b>	
<b>Total Supplies, Services and Other</b>	<b>\$ 31,562</b>	<b>\$ 38,188</b>	<b>\$ 44,701</b>	<b>\$ 46,000</b>	<b>\$ 42,734</b>	<b>\$ 41,900</b>	

**DEPARTMENT:** Comm. Dev. (08)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jack Pace

**DIVISION:** TDM Program  
**FUND NUMBER:** 000  
**POSITION:** DCD Director

**Description**

The Transportation Demand Management (TDM) Program encompasses various state and federally mandated congestion mitigation programs (such as the Commute Trip Reduction (CTR) program mandated by the state) and grants (e.g. CMAQ and RMG grants). The goals of the program are to increase non-drive alone travel (NDAT) and reduce vehicle miles traveled (VMT), resulting in improved air quality and reduced greenhouse gas emissions. Program strategies include outreach, education/training, and transportation planning to improve transportation options in the city and region and increase multi-modal use by those who live, work, and spend time in Tukwila. The TDM Program is housed within the Department of Community Development.

**Expenditure Summary**

<i>Community Development - TDM Program</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 114,579	\$ 142,628	\$ 157,125	\$ 91,594	\$ 132,216	\$ 133,928	44.35%	1.29%
Personnel Benefits	30,199	38,024	32,455	37,361	31,383	31,920	-16.00%	1.71%
Supplies	1,225	18,546	1,152	2,000	-	-	-100.00%	-
Services	64,188	44,594	67,329	10,500	17,000	17,000	61.90%	0.00%
Intergovt. Services & Taxes	15,408	7,642	500	1,000	1,000	1,000	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$ 225,600</b>	<b>\$ 251,434</b>	<b>\$ 258,561</b>	<b>\$ 142,455</b>	<b>\$ 181,599</b>	<b>\$ 183,848</b>	<b>27.48%</b>	<b>1.24%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

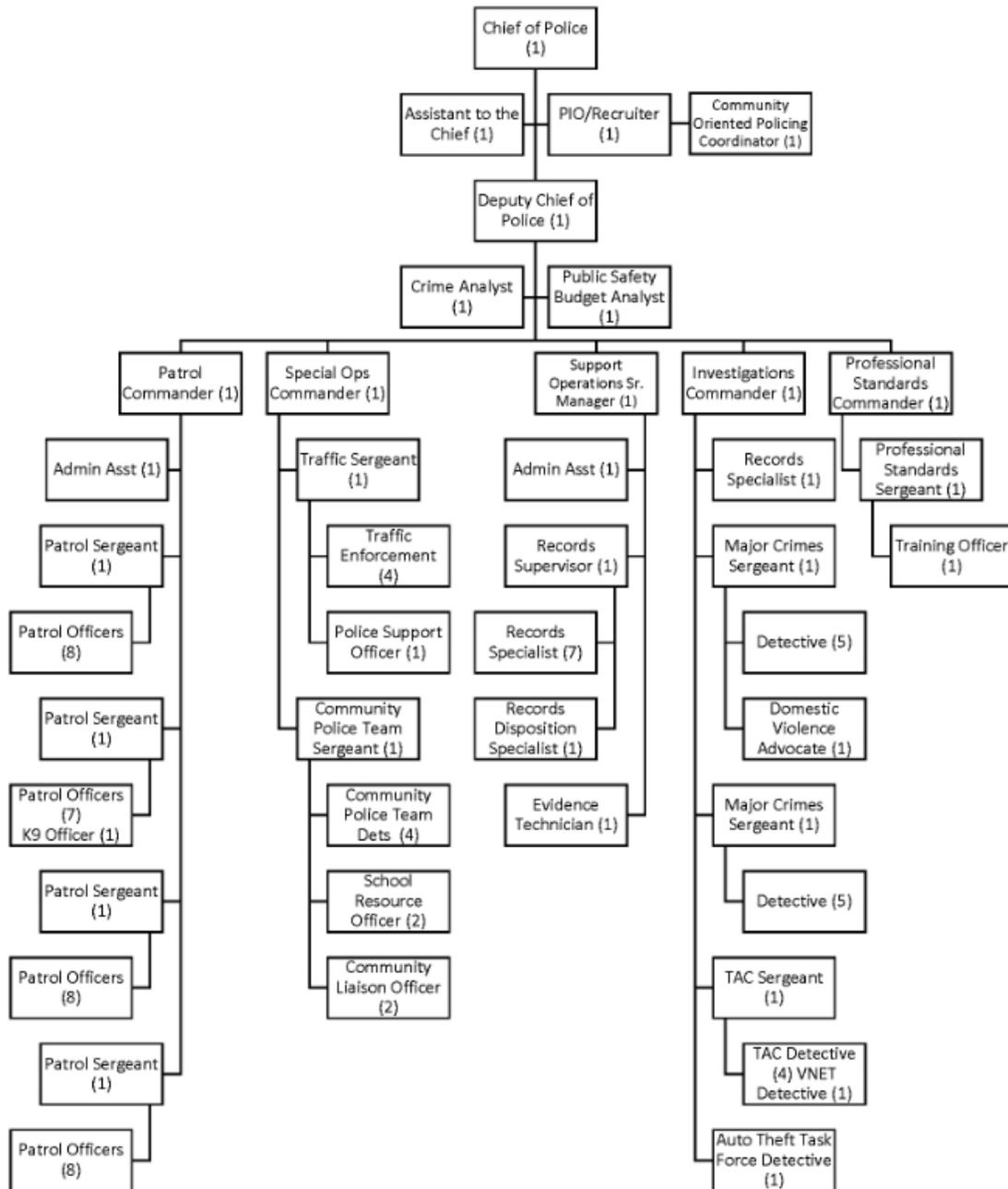
<i>Community Development - TDM Program</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
TDM Coordinator	1.75	1.5	\$ 83,352	\$ 24,230	1.5	\$ 83,200	\$ 24,583
CTR Coordinator - Grant Funded			18,192	4,113		18,192	4,113
Extra Labor			30,672	3,040		32,536	3,224
<b>Total TDM</b>	<b>1.75</b>	<b>1.5</b>	<b>\$ 132,216</b>	<b>\$ 31,383</b>	<b>1.5</b>	<b>\$ 133,928</b>	<b>\$ 31,920</b>
<b>Total Planning &amp; CTR</b>	<b>10.25</b>	<b>10</b>	<b>\$ 994,517</b>	<b>\$ 305,981</b>	<b>10</b>	<b>\$ 1,021,963</b>	<b>\$ 316,759</b>

### Expenditure Detail - Supplies, Services and Other

Supplies include miscellaneous operating supplies. Services include professional services, travel related costs, memberships, credit card fees, and repair & maintenance, among others.

<b>Community Development - TDM Program</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.08.554.910.31.01 Supplies - Operating	\$ 1,225	\$ 18,546	\$ 1,152	\$ 2,000	\$ -	\$ -
<b>Total Supplies</b>	<b>1,225</b>	<b>18,546</b>	<b>1,152</b>	<b>2,000</b>	<b>-</b>	<b>-</b>
000.08.554.910.41.07 Prof Svcs - Misc Prof Svcs	19,522	40,593	17,114	1,500	-	-
000.08.554.910.43.07 Travel - Parking, meals, mileage for seminars and training	1,305	177	3,259	5,500	-	-
000.08.554.910.49.07 Misc. -	43,361	3,823	46,956	3,500	17,000	17,000
<b>Total Services</b>	<b>64,188</b>	<b>44,594</b>	<b>67,329</b>	<b>10,500</b>	<b>17,000</b>	<b>17,000</b>
000.08.554.910.41.51 Intergovernmental - Metro CTR Program	15,408	7,642	500	1,000	1,000	1,000
<b>Total Intergovernmental</b>	<b>15,408</b>	<b>7,642</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 80,821</b>	<b>\$ 70,781</b>	<b>\$ 68,981</b>	<b>\$ 13,500</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>

### Police Department



**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Bruce Linton

**FUND NUMBER:** 000  
**POSITION:** Chief of Police

### Description

The Police Department strives to be a premier, full-service department that is committed to creating a safe and livable community. We achieve this standard through the work of highly-trained personnel who are responsible to the community they serve and who create and maintain successful partnerships and uphold public trust.

### 2017-2018 Accomplishments

- ◆ Improved public safety by strengthening community trust and legitimacy. **Strategic Goal 5**
  - ◆ Accomplished through outreach efforts and community meetings.
- ◆ Implemented new technologies and social media to provide opportunities to better engage and educate our communities. **Strategic Goal 1**
  - ◆ Implemented on-line reporting within the structure of our new records management system.
- ◆ Facilitated leadership training for all department employees. **Strategic Goal 4**
- ◆ Established Community Engagement Teams for addressing specific community concerns in designated districts. **Strategic Goal 5**

### 2019-2020 Outcome Goals

- ◆ As one of the six pillars from the report of the *President's Task Force on 21st Century Policing*, the Tukwila Police Department will endeavor to build trust and legitimacy through engagement with the community. **Strategic Goal 5**
- ◆ Provide training and programs to department members to improve *Officer Safety and Wellness*. **Strategic Goal 4**
- ◆ Focus on recruitment and retention strategies to address department staffing shortage. **Strategic Goal 1**
- ◆ With the current Police Department 5-year strategic plan concluding at the end of 2019, conduct an analysis of the current strategic plan and produce a new 5-year strategic plan based on the findings. **Strategic Goal 4**
- ◆ Leverage technology to improve workplace efficiency and communication. **Strategic Goal 4**

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**2019-2020 Indicators of Success**

- ◆ Improved public safety by building community trust and legitimacy.
  - ◆ Worked with faith-based organizations to foster additional non-enforcement engagements with our communities.
  - ◆ Increased collaboration/communication with businesses and communities regarding targeted traffic enforcement and emphasized patrol goals within their communities.
  - ◆ Integration of our policy manual and other police related information on the department website.
  - ◆ People feel safe and trust the officers that police their community.
  
- ◆ Trained all employees on current and new Department technologies.
- ◆ Integrated social media (Facebook, Twitter, Snapchat, YouTube...) as part of the department's daily public engagement strategy.
  - ◆ Implemented on-line reporting within the structure of our new records management system.
  - ◆ The community feels that they are informed and have a positive image of the Police Department.
  
- ◆ Be a high performing organization by facilitating leadership training for all department employees.
  - ◆ Improved internal communication.
  - ◆ Provided values-based leadership training for all employees.
  - ◆ Encouraged a healthy and engaged workforce.
  - ◆ Improve our current organizational structure to best support our vision, mission values and strategic plan.
  
- ◆ Established a Peer Support Team.
  
- ◆ Established a department wellness program that includes resiliency training.
  
- ◆ All budgeted positions filled.

**Budget Change Discussion**

**Salaries & Benefits** COLA increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement.

**Supplies** The Department Quartermaster Budget was moved from Services to Supplies, resulting in an increase in Supplies Budget and a decrease in Services Budget.

**Services** Annual maintenance fees for Axon (body and vehicle cameras) and Spillman (department database and reporting) were the largest contributors for increases, along with additional investments in recruiting and hiring budgets.

**Intergovernmental** Animal control was adjusted to account for an increase in the regional animal services control service contract.

**Capital:** \$30,000 was added in 2020 for the acquisition of K9 police dog.

**Expenditure Summary**

<i>Police Department</i>								
Expenditures By Program	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Administration	\$ 2,344,811	\$ 2,056,519	\$ 2,124,866	\$ 1,963,693	\$ 2,490,846	\$ 2,575,844	26.84%	3.41%
Patrol	7,841,346	7,975,819	8,234,430	8,436,208	8,247,337	8,313,101	-2.24%	0.80%
Special Operations	-	-	-	-	1,308,337	1,344,493	-	2.76%
Support Operations	1,119,000	1,112,197	1,133,808	1,393,844	1,389,854	1,438,085	-0.29%	3.47%
Investigations	2,281,507	2,149,103	2,141,019	2,202,519	2,283,109	2,278,940	3.66%	-0.18%
Tukwila Anti-Crime	642,153	812,805	837,611	869,025	1,064,597	1,075,408	22.50%	1.02%
Professional Standards	1,754,667	1,465,834	1,620,576	1,793,539	264,069	263,674	-85.28%	-0.15%
Training	280,342	286,589	305,923	291,273	273,228	276,800	-6.20%	1.31%
Traffic	1,591,871	1,622,253	1,628,579	1,775,948	2,106,237	2,149,571	18.60%	2.06%
<b>Department Total</b>	<b>\$ 17,855,697</b>	<b>\$ 17,481,118</b>	<b>\$ 18,026,812</b>	<b>\$ 18,726,049</b>	<b>\$ 19,427,614</b>	<b>\$ 19,715,916</b>	<b>3.75%</b>	<b>1.48%</b>

<i>Police Department</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 9,551,874	\$ 9,758,680	\$ 9,878,974	\$ 10,115,996	\$ 10,536,550	\$ 10,845,721	4.16%	2.93%
Personnel Benefits	3,342,336	3,321,247	3,466,860	3,786,895	3,803,126	3,880,671	0.43%	2.04%
Supplies	237,388	314,882	301,302	199,850	276,350	246,350	38.28%	-10.86%
Services	1,564,228	1,395,791	1,607,186	1,686,234	1,862,812	1,674,120	10.47%	-10.13%
Intergovt. Svcs & Taxes	2,453,692	2,690,518	2,772,491	2,937,074	2,948,775	3,039,054	0.40%	3.06%
Capital Outlays	706,179	(0)	-	-	-	30,000	-	0.00%
<b>Department Total</b>	<b>\$ 17,855,697</b>	<b>\$ 17,481,118</b>	<b>\$ 18,026,812</b>	<b>\$ 18,726,049</b>	<b>\$ 19,427,613</b>	<b>\$ 19,715,917</b>	<b>3.75%</b>	<b>1.48%</b>

**Department Detail**

**Staffing and Expenditure by Program**

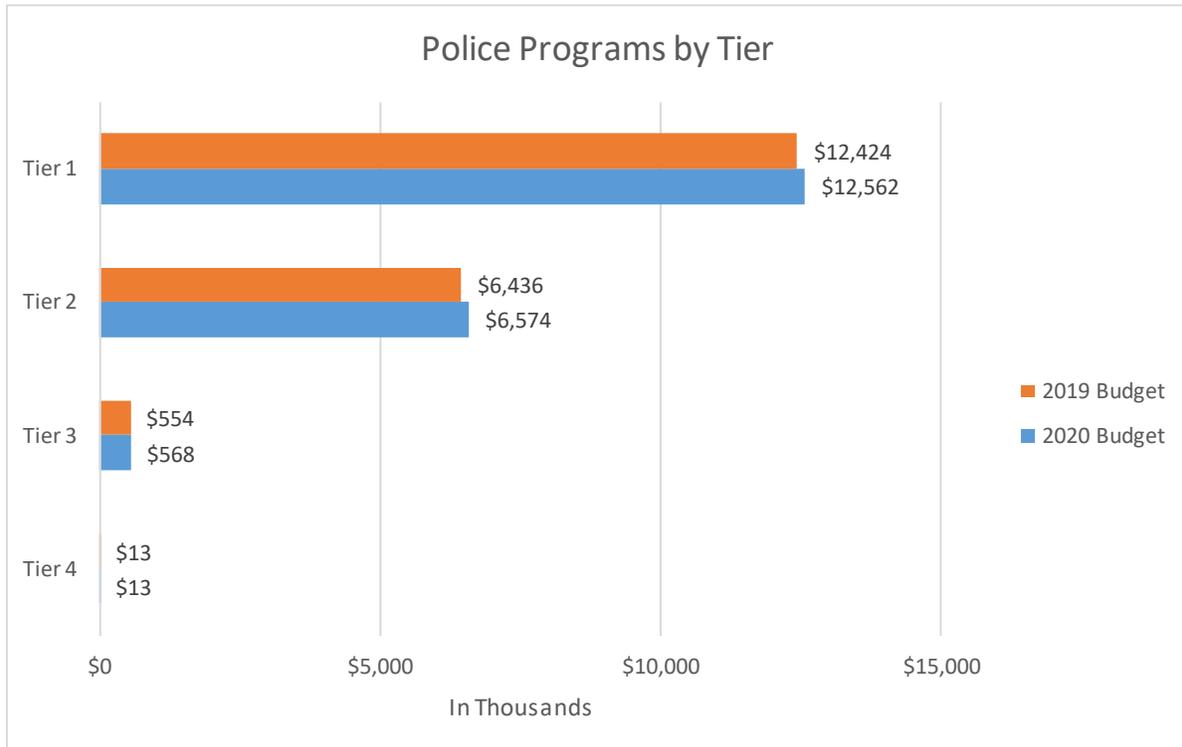
PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Police Patrol Services	36.00	6,193,468	31.9%	6,204,936	31.5%	0.2%
Felony and Sexual Crimes Unit (MCU)	15.25	2,372,340	12.2%	2,369,808	12.0%	(0.11%)
Detention and Incarceration Services	0.80	1,718,823	8.8%	1,772,842	9.0%	3.1%
Front Office & Records Management	10.80	1,237,862	6.4%	1,280,999	6.5%	3.5%
Dispatching Services	0.00	1,177,353	6.1%	1,212,591	6.2%	3.0%
Community Policing Team	7.60	1,154,087	5.9%	1,186,965	6.0%	2.8%
Police Management and Administration	4.00	1,062,421	5.5%	1,065,335	5.4%	0.3%
Narcotics & Street Crimes Team (TAC)	4.60	829,229	4.3%	846,637	4.3%	2.1%
Traffic Enforcement and Crash Investigation Team	4.95	821,787	4.2%	823,707	4.2%	0.2%
Department Training Program	1.95	444,088	2.3%	454,918	2.3%	2.4%
School Resource Officer Program	2.00	287,628	1.5%	298,293	1.5%	3.7%
Critical Incidents and SWAT (SWAT & Negotiations)	1.20	216,454	1.1%	225,027	1.1%	4.0%
Professional Standards	1.00	209,565	1.1%	212,755	1.1%	1.5%
Evidence & Property Management	1.20	207,353	1.1%	214,791	1.1%	3.6%
Public and Community Relations	1.50	192,528	1.0%	197,157	1.0%	2.4%
Contracted Off-Duty Security	0.00	174,956	0.9%	174,956	0.9%	-
Auto Theft Task Force	1.00	141,638	0.7%	145,318	0.7%	2.6%
PD Budget/Finance	1.00	139,589	0.7%	142,397	0.7%	2.0%
VNET (Valley Narcotics Enforcement Team)	1.00	132,071	0.7%	136,752	0.7%	3.5%
Police K9 Program (Tracking & Sniffing)	0.85	131,240	0.7%	163,863	0.8%	24.9%
Animal Control	0.00	125,000	0.6%	131,250	0.7%	5.0%
Recruiting & Hiring (Pre-Employment)	0.50	114,577	0.6%	118,172	0.6%	3.1%
Mutual Aid & Large Scale Incident (Response & Planning)	0.20	96,676	0.5%	86,534	0.4%	(10.49%)
PD Quartermaster	0.00	90,000	0.5%	90,000	0.5%	-
Civil Disturbance Unit	0.35	56,711	0.3%	58,795	0.3%	3.7%
Police Camera Program (Vehicle & Body Worn)	0.00	51,000	0.3%	51,000	0.3%	-
Traffic Safety Cameras	0.25	36,169	0.2%	37,118	0.2%	2.6%
PD Fitness Initiative	0.00	13,000	0.1%	13,000	0.1%	-
<b>PROGRAM TOTALS</b>	<b>98.00</b>	<b>19,427,613</b>	<b>100.0%</b>	<b>19,715,917</b>	<b>99.7%</b>	<b>1.5%</b>

\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget.

Therefore, no historical data is available.

### Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Police fall into all four tiers with 64% of the budget allocated to Tier 1.



### Program Descriptions

Police Patrol Services: Police Patrol Services is responsible for responding to the immediate needs of the Tukwila community. By providing a constant presence, both during and between calls for service, this program houses the City’s law enforcement first responders. The employees assigned to this program are also tasked with nearly all facets of police work, requiring a high-level of expertise and training.

Felony and Sexual Crimes Unit (MCU): This program houses our Major Crimes Unit, whose primary responsibility is to investigate a wide variety of crimes, including homicide, robbery, burglary, felony assault, crimes against children and the elderly, felony theft, fraud, forgery, sexual assault, missing persons, and matters relating to registered sex offenders.

Detention and Incarceration Services: This program covers all tasks and responsibilities associated with bringing offenders to justices including the management of our relationships with jails, courts, and all probation programs.

Front Office and Records Management: This program is tasked with ensuring that the Police Department's case report data are entered correctly into multiple State and Federal databases and that public records requests are received and managed in compliance with State and Federal laws. The program also ensures that officers in the street (both Tukwila as well as other agencies) are provided with a high-level of support ranging from database queries to verification of warrants.

Dispatching Services: The City contracts with Valley Communications Center to provide dispatching services.

Community Policing Team: The Community Policing Team (CPT) is a proactive team with a main goal of establishing a relationship between the Tukwila Police, residents, and business owners, allowing for a more proactive police role in the community. Patrolling on foot, bicycles, and via traditional vehicles, the team partners with community groups to identify opportunities for cooperation and increased safety.

Police Management and Administration: This Program houses the Police Department's Administration team, whose goal it is to provide high-level leadership to the Police Department's employees and to ensure that the City's strategic goals and objectives are communicated to and followed by each employee.

Narcotics and Street Crimes Team (TAC): This program's primary responsibility is to investigate drug and prostitution related crimes that affect the citizenry of Tukwila. The unit also addresses other crimes as assigned, often relying on special equipment and undercover skills to conduct those investigations. Employees assigned to this program also participate with a variety of local, State, and Federal investigators in an effort to curb crime using combined resources.

Traffic Enforcement and Crash Investigation Team: This program houses the Police Department's Traffic Unit, which investigates serious traffic incidents and is tasked with enforcing the City's roadway laws.

Department Training Program: The Department Training Program coordinates and tracks all training conducted for the Department. For new officers, this means coordinating their academy experience. For existing staff, the state requires all officers to attend 24 hours of in-service training every year. In the Department's effort to provide highly-trained personnel to the community we serve, that requirement is often greatly exceeded.

School Resource Officer: This program provides additional presence and a shortened response time to the City's public schools as well as to foster better communications and relationships between students, faculty, and the Police department.

Critical Incidents and SWAT (SWAT and Negotiations): The Tukwila Police Department is an active member of Valley SWAT, a regional team whose mission it is to support the extraordinary law enforcement needs of the participating agencies through the use of specialized tactics and techniques. The team is highly-trained and well-equipped to respond to and effectively resolve a variety of high-risk situations.

Professional Standards: This program manages and maintains the Department's localized governing policies.

Evidence and Property Management: The primary responsibility of Evidence and Property Management is to ensure the proper security and chain of custody for property and evidence items taken in by the Tukwila Police Department. Maintaining and properly documenting the chain of custody is imperative to guarding the integrity of the Department's property and evidence system, leading to better case integrity and higher chances that stolen items can be returned to their lawful owners.

Public and Community Relations: This Program establishes an "official" bridge between the PD and the Community by working with news outlets, social media, and the public itself to provide a more complete picture of the Police Department's employees and the work that they do.

Contracted Off-Duty Security: The PD offers the community the opportunity to request, at a fee, the presence of officers at a level beyond normal staffing requirements for special events, roadway safety, and for focused security concerns.

Auto Theft Task Force: Responsible for the investigation of complex auto theft cases and the presentation of auto theft training to other law enforcement agencies throughout the region.

PD Budget/Finance: Provides analytical and budgetary assistance to the Chief's office and acts as a liaison between the City's Finance department and Police department.

VNET (Valley Narcotics Enforcement Team): The mission of this program is to target major narcotic rings that are operating in the South King County area.

Police K9 Program (Sniffing and Tracking): The Police Department leverages the heightened senses of man's best friend to aid in the capture of dangerous offenders, to recover hidden evidence, and to detect felonious substances.

Animal Control: The City contracts with King County Animal Control to provide these services.

Recruiting and Hiring: This program is tasked with finding, attracting, evaluating, and hiring top talent.

Mutual Aid and Large-Scale Incident (Response and Planning): As a part of a mutual aid agreement, the Department participates in events that exceed the limits of other local jurisdictions.

Police Department Quartermaster Program: This program is tasked with ensuring that Police Department employees and teams are properly equipped with the clothing, tools, and supplies necessary for their assigned tasks.

Civil Disturbance Unit: This team responds to the need of any city in the region that requires a well-trained and organized police presence proficient in crowd control for any type of large protest or gathering.

Police Camera Program (Vehicle and Body Worn): Ensures that every patrol vehicle and patrol officer is equipped with audio and video recording hardware and software in an effort to capture evidence of crimes and to provide additional transparency into how our officers interact with the public.

Traffic Safety Cameras: This program seeks to provide for a safer community by assisting the City's existing Police Officers with their enforcement of certain traffic laws through the use of technology coupled with oversight by a trained officer.

Police Department Fitness Initiative: The goal of this program is to provide the Police Department's Employees with an opportunity to safely and effectively improve their physical and mental health through individual and supervised exercise efforts.

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<b>Police Department</b>							
<b>Position</b>	<b>2018 FTE</b>	<b>2019 FTE</b>	<b>2019 Budgeted</b>		<b>2020 FTE</b>	<b>2020 Budgeted</b>	
			<b>Salaries</b>	<b>Benefits</b>		<b>Salaries</b>	<b>Benefits</b>
Police Chief	1	1	\$ 165,260	\$ 48,355	1	\$ 168,696	\$ 50,156
Deputy Police Chief	1	1	155,391	31,234	1	158,544	32,196
Police Commander	4	4	567,571	194,374	4	598,550	203,141
Police Information Officer/Recruiter	0	1	94,432	37,338	1	97,266	39,116
Public Safety Budget Analyst	0	1	98,690	38,749	1	100,515	40,116
Crime Analyst	0	1	84,844	34,845	1	86,448	36,069
Community Oriented Policing Coordinator	1	1	90,415	27,200	1	92,136	28,014
Assistant to the Chief of Police	1	1	77,970	32,407	1	79,512	33,574
Police Sergeant	11	10	1,149,184	504,975	10	1,173,849	438,730
Police Officer	62	59	5,717,356	2,082,709	59	5,881,644	2,180,073
Domestic Violence Advocate	1	1	78,221	33,505	1	80,136	34,791
Administrative Assistant	2	2	114,846	54,390	2	120,552	57,140
Support Operations Senior Manager	1	1	111,315	48,247	1	118,962	51,117
Police Records Supervisor	1	1	80,640	34,138	1	82,606	35,440
Police Information Analyst	1	0	-	-	0	-	-
Police Records Specialist	8	8	555,623	231,071	8	573,567	241,065
Evidence Technician	1	1	73,171	27,634	1	74,568	28,572
Records Dipsoition Specialist	0	1	43,680	17,195	1	46,301	18,226
VNET Detective	0	1	99,724	40,679	1	101,616	42,467
Police Support Officer	1	1	60,335	36,500	1	64,628	38,742
Auto Theft Task Force Detective	0	1	99,724	40,679	1	101,616	42,467
Retiree Medical	0	0	-	106,000	0	-	106,000
Extra Labor	0	0	15,600	1,546	0	15,600	1,546
Overtime	0	0	768,495	76,158	0	768,495	76,158
Kelly/Holiday Pay	0	0	234,063	23,196	0	259,915	25,758
<b>Department Total</b>	<b>97</b>	<b>98</b>	<b>\$ 10,536,551</b>	<b>\$ 3,803,125</b>	<b>98</b>	<b>\$ 10,845,721</b>	<b>\$ 3,880,673</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include small tools and equipment; professional services and contract include travel, equipment replacement and O&M charges, insurance subscriptions and memberships, among others.

<b>Police</b>						
<b>Account Name</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Salaries	\$ 8,418,712	\$ 8,700,593	\$ 8,587,367	\$ 8,986,438	\$ 9,518,392	\$ 9,801,712
Extra Labor	-	858	-	-	15,600	15,600
Overtime	925,216	845,730	1,059,885	928,495	768,495	768,495
Kelly/Holiday Pay	207,947	211,499	231,721	201,063	234,063	259,915
FICA	714,068	736,012	738,258	770,554	882,451	866,399
Pension - LEOFF	434,207	450,010	465,288	484,606	499,714	467,095
Pension - PERS	130,199	143,903	152,499	148,889	161,119	167,037
Industrial Insurance	212,221	189,411	217,085	299,281	274,717	301,457
Healthcare	1,838,770	1,792,979	1,879,492	2,083,565	1,985,125	2,078,684
Unemployment	12,871	8,932	14,238	-	-	-
<b>Total Salaries &amp; Benefits</b>	<b>12,894,210</b>	<b>13,079,927</b>	<b>13,345,834</b>	<b>13,902,891</b>	<b>14,339,676</b>	<b>14,726,393</b>
Supplies	236,759	273,755	285,879	184,250	230,750	230,750
Small tools	629	41,127	15,423	15,600	45,600	15,600
<b>Total Supplies</b>	<b>237,388</b>	<b>314,882</b>	<b>301,302</b>	<b>199,850</b>	<b>276,350</b>	<b>246,350</b>
Professional services	63,438	52,781	78,090	70,000	86,500	86,500
Communication	105,106	116,565	118,685	121,000	121,000	121,000
Travel	52,985	47,434	54,865	41,880	41,880	41,880
Advertising	811	453	7,520	1,500	2,500	2,500
Operating leases	873,932	795,836	891,036	872,046	1,119,488	916,871
Insurance	240,000	230,223	254,359	253,245	278,499	292,424
Utilities	2,518	3,499	4,177	-	4,400	4,400
Repair and maintenance	153,985	65,943	108,969	246,922	143,404	143,404
Miscellaneous	71,454	83,057	89,485	79,641	65,141	65,141
<b>Total Services</b>	<b>1,564,228</b>	<b>1,395,791</b>	<b>1,607,186</b>	<b>1,686,234</b>	<b>1,862,812</b>	<b>1,674,120</b>
Intergovernmental	2,453,692	2,690,518	2,772,491	2,937,074	2,948,775	3,039,054
Capital	706,179	(0)	-	-	-	30,000
<b>Total Other</b>	<b>3,159,871</b>	<b>2,690,518</b>	<b>2,772,491</b>	<b>2,937,074</b>	<b>2,948,775</b>	<b>3,069,054</b>
<b>Total Police</b>	<b>\$ 17,855,697</b>	<b>\$ 17,481,118</b>	<b>\$ 18,026,812</b>	<b>\$ 18,726,049</b>	<b>\$ 19,427,613</b>	<b>\$ 19,715,917</b>

**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Bruce Linton

**DIVISION:** Administration  
**FUND NUMBER:** 000  
**POSITION:** Chief of Police

**Description**

The management functions of the Police Department are included in this program. Those functions include fiscal, personnel, planning, research/development, inter- and intra-department operations and intergovernmental coordination.

**Expenditure Summary**

<i>Police - Administration</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 904,689	\$ 1,114,838	\$ 1,055,532	\$ 951,512	\$ 1,347,497	\$ 1,394,590	41.62%	3.49%
Personnel Benefits	250,001	330,647	331,569	308,096	445,783	463,662	44.69%	4.01%
Supplies	21,695	31,137	50,166	24,000	24,000	24,000	0.00%	0.00%
Services	442,433	565,165	681,313	664,185	666,665	656,692	0.37%	-1.50%
Intergovt. Services & Taxes	19,814	14,732	6,286	15,900	6,900	6,900	-56.60%	0.00%
Capital Outlays	706,179	(0)	-	-	-	30,000	-	0.00%
<b>Expenditure Total</b>	<b>\$ 2,344,811</b>	<b>\$ 2,056,519</b>	<b>\$ 2,124,866</b>	<b>\$ 1,963,693</b>	<b>\$ 2,490,846</b>	<b>\$ 2,575,844</b>	<b>26.84%</b>	<b>3.41%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Police - Administration</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Police Chief	1	1	\$ 165,260	\$ 48,355	1	\$ 168,696	\$ 50,156
Deputy Police Chief	1	1	155,391	31,234	1	158,544	32,196
Police Commander	4	4	567,571	194,374	4	598,550	203,141
Police Information Officer/Recruiter	0	1	94,432	37,338	1	97,266	39,116
Public Safety Budget Analyst	0	1	98,690	38,749	1	100,515	40,116
Crime Analyst	0	1	84,844	34,845	1	86,448	36,069
Community Oriented Policing Coordinator	0	1	90,415	27,200	1	92,136	28,014
Assistant to the Chief of Police	1	1	77,970	32,407	1	79,512	33,574
Overtime - Regular			12,923	1,281		12,923	1,281
<b>Total</b>	<b>7</b>	<b>11</b>	<b>\$ 1,347,497</b>	<b>\$ 445,783</b>	<b>11</b>	<b>\$ 1,394,590</b>	<b>\$ 463,662</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies includes miscellaneous office; services include travel and training, equipment rental and repair costs, insurance, and memberships, among others; intergovernmental includes Valley SWAT costs.

<b>Police - Administration</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.10.521.100.31.00 Supplies - Office	\$ 21,423	\$ 24,987	\$ 50,166	\$ 24,000	\$ 24,000	\$ 24,000
000.10.521.100.35.00 Supplies -Small Tools	272	6,151	-	-	-	-
<b>Total Supplies</b>	<b>21,695</b>	<b>31,137</b>	<b>50,166</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>
000.10.521.100.41.00 Prof Svcs - Hiring/Pre-Employment and Confidential Counseling	10,900	21,770	25,081	15,000	45,000	45,000
000.10.521.100.42.00 Communication - Department cell phone data and other communication services	38,534	87,948	118,685	121,000	121,000	121,000
000.10.521.100.43.00 Admin travel and all Pre-Employment Hiring Travel	5,471	5,866	9,460	10,000	10,000	10,000
000.10.521.100.44.00 Advertising - Recruiting & Information Sharing	798	-	7,520	1,100	2,500	2,500
000.10.521.100.45.00 Rental - Rentals and lease fees	25,827	19,702	23,387	25,000	25,600	25,600
000.10.521.100.45.94 Rental -Equipment Replacement Fund	13,548	3,363	3,363	3,363	26,900	3,363
000.10.521.100.45.95 Rental - Equipment Rental O & M	16,167	25,424	33,459	33,459	49,266	48,905
000.10.521.100.46.01 Insurance - Insurance allocation to WCIA	240,000	230,223	254,359	253,245	278,499	292,424
000.10.521.100.48.00 R&M - Radio repairs and maintenance	3,888	4,835	1,921	6,518	5,000	5,000
000.10.521.100.48.01 R&M - Repairs and maintenance for 800 MHz system assessment	82,373	48,416	62,132	80,000	-	-
000.10.521.500.45.00 Lease for Evidence Facility, NRC, Gym	-	110,099	130,603	110,000	93,000	93,000
000.10.521.500.47.21 Utilities - Electricity	-	965	633	-	2,000	2,000
000.10.521.500.47.22 Utilities - Gas	-	-	267	-	1,000	1,000
000.10.521.500.47.25 Utilities - Water	-	-	255	-	1,000	1,000
000.10.521.500.47.26 Utilities - Surface Water	-	-	126	-	400	400
000.10.521.500.49.00 Miscellaneous	-	1,106	-	-	-	-
000.10.521.100.49.00 Misc - Memberships and subscriptions	4,925	5,448	10,063	5,500	5,500	5,500
<b>Total Services</b>	<b>442,433</b>	<b>565,165</b>	<b>681,313</b>	<b>664,185</b>	<b>666,665</b>	<b>656,692</b>
000.10.521.100.41.51 Intergovt Prof Svcs - KC RAIN, Website User Fees	19,814	14,732	6,286	15,900	6,900	6,900
<b>Total Intergovernmental</b>	<b>19,814</b>	<b>14,732</b>	<b>6,286</b>	<b>15,900</b>	<b>6,900</b>	<b>6,900</b>
000.10.594.100.64.00 Capital - Machinery and equipment	6,619	-	-	-	-	-
000.10.594.210.64.00 Capital - Machinery and equipment	699,559	(0)	-	-	-	-
<b>Total Other</b>	<b>706,179</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$1,190,120</b>	<b>\$ 611,035</b>	<b>\$ 737,765</b>	<b>\$ 704,085</b>	<b>\$ 697,565</b>	<b>\$ 717,592</b>

**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Bruce Linton

**DIVISION:** Patrol  
**FUND NUMBER:** 000  
**POSITION:** Chief of Police

**Description**

Patrol division officers respond first to all emergency and non-emergency police calls, they investigate misdemeanor and felony crimes, gather evidence and make arrests, mediate disputes, assist motorists, identify and correct hazardous conditions, keep the peace in our community, maintain a patrol presence to prevent crime, identify and resolve community crime problems, and educate the public on the law and crime prevention measures. Operations division also includes K-9 teams and Police Explorers.

**Expenditure Summary**

<i>Police - Patrol</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 4,073,329	\$ 4,248,802	\$ 4,333,212	\$ 4,424,520	\$ 4,163,396	\$ 4,308,724	-5.90%	3.49%
Personnel Benefits	1,555,176	1,507,938	1,602,380	1,611,864	1,555,682	1,537,367	-3.49%	-1.18%
Supplies	105,638	142,208	123,641	60,050	146,550	116,550	144.05%	-20.47%
Services	688,331	498,015	540,127	587,517	630,354	544,064	7.29%	-13.69%
Intergovt. Services & Taxes	1,418,872	1,578,855	1,635,071	1,752,257	1,751,355	1,806,396	-0.05%	3.14%
<b>Expenditure Total</b>	<b>\$ 7,841,346</b>	<b>\$ 7,975,819</b>	<b>\$ 8,234,430</b>	<b>\$ 8,436,208</b>	<b>\$ 8,247,337</b>	<b>\$ 8,313,101</b>	<b>-2.24%</b>	<b>0.80%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Police - Patrol</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Police Sergeant	4	4	\$ 444,441	\$ 283,147	4	\$ 455,385	\$ 207,666
Police Officer	34	32	2,992,602	1,079,613	32	3,096,549	1,132,824
Administrative Assistant	1	1	59,111	20,798	1	63,696	22,191
Retiree Medical			-	106,000		-	106,000
Kelly/Holiday Pay			234,063	23,196		259,915	25,758
Overtime - Contractual			127,995	12,684		127,995	12,684
Overtime - Regular			305,184	30,244		305,184	30,244
<b>Total</b>	<b>39</b>	<b>37</b>	<b>\$ 4,163,396</b>	<b>\$ 1,555,682</b>	<b>37</b>	<b>\$ 4,308,724</b>	<b>\$ 1,537,367</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies includes office supplies and supplies for Explorer Post and K-9 unit; services include equipment rental and repair charges, cell phone, and memberships, among others; intergovernmental includes SCORE jail and animal control costs.

<b>Police - Patrol</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.10.521.220.31.00	Supplies - Office & Operating	\$ 33,185	\$ 1,511	\$ -	\$ -	\$ -
000.10.521.220.31.01	Supplies - Includes Department Quartermaster	55,967	94,606	104,915	40,950	110,950
000.10.521.220.31.02	Supplies - K-9 Unit	3,722	3,880	3,916	3,500	5,000
000.10.521.220.31.03	Supplies - Explorer Post	98	-	-	-	-
000.10.521.220.31.04	Supplies - Emergency Services Unit	10,134	10,424	9,262	10,000	-
000.10.521.220.31.05	Supplies - Civil Disturbance Unit	2,174	6,940	4,948	5,000	-
000.10.521.220.35.00	Small Tools - Evidence	358	24,848	600	600	30,600
<b>Total Supplies</b>		<b>105,638</b>	<b>142,208</b>	<b>123,641</b>	<b>60,050</b>	<b>146,550</b>
000.10.521.220.41.00	Prof Svcs - K-9 vet bills and professional grooming	4,970	3,662	5,121	8,000	6,000
000.10.521.220.42.00	Communication	51,885	5,471	-	-	-
000.10.521.220.43.00	Travel - Mileage, parking	349	170	847	500	500
000.10.521.220.45.00	Rental - Operating leases and rentals	88,390	3,400	-	-	-
000.10.521.220.45.94	Rental -Equipment Replacement Fund	107,940	56,531	56,531	56,531	166,878
000.10.521.220.45.95	Rental - Equipment Rental O & M	354,232	411,003	427,982	427,982	432,472
000.10.521.220.48.00	R&M - Minor Repairs to equipment and uniforms, Software License Renewals	39,240	1,768	19,818	65,404	6,904
000.10.521.220.49.00	Misc - Memberships and registrations	2,778	398	3,480	2,000	500
000.10.521.220.49.03	Misc - BSA Charter, Explorer Academy Reg. and annual recruitment open house	670	955	2,100	2,100	2,100
000.10.521.220.49.44	Misc - Registrations	2,805	-	-	-	-
000.10.523.220.41.00	Prof Svcs - Monitoring of Prisoners	35,073	14,657	24,247	25,000	15,000
<b>Total Services</b>		<b>688,331</b>	<b>498,015</b>	<b>540,127</b>	<b>587,517</b>	<b>630,354</b>
000.10.523.600.41.51	Intergovt Prof Svcs - SCORE	1,310,736	1,466,963	1,579,506	1,633,405	1,626,355
000.10.554.300.41.51	Intergovt Prof Svcs - Animal Control	108,136	111,892	55,564	118,852	125,000
<b>Total Intergovernmental</b>		<b>1,418,872</b>	<b>1,578,855</b>	<b>1,635,071</b>	<b>1,752,257</b>	<b>1,751,355</b>
<b>Total Supplies, Services and Other</b>		<b>\$2,212,841</b>	<b>\$ 2,219,078</b>	<b>\$ 2,298,839</b>	<b>\$2,399,824</b>	<b>\$2,528,259</b>

**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Bruce Linton

**DIVISION:** Support Operations  
**FUND NUMBER:** 000  
**POSITION:** Chief of Police

**Description**

Support Operations (formerly Special Services) process all department criminal and incident reports while complying with laws regarding privacy and security. Respond to public disclosure requests and serve as department receptionists. Maintain and store all criminal history records information.

**Expenditure Summary**

<i>Police - Support Operations</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 755,473	\$ 760,864	\$ 754,541	\$ 910,907	\$ 910,962	\$ 942,412	0.01%	3.45%
Personnel Benefits	299,684	296,615	307,205	355,537	375,492	392,274	5.61%	4.47%
Supplies	32,466	25,595	41,963	44,400	27,400	27,400	-38.29%	0.00%
Services	31,378	29,122	30,098	83,000	76,000	76,000	-8.43%	0.00%
<b>Expenditure Total</b>	<b>\$ 1,119,000</b>	<b>\$ 1,112,197</b>	<b>\$ 1,133,808</b>	<b>\$ 1,393,844</b>	<b>\$ 1,389,854</b>	<b>\$ 1,438,085</b>	<b>-0.29%</b>	<b>3.47%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Police - Support Operations</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Support Operations Senior Manager	1	1	\$ 111,315	\$ 48,247	1	\$ 118,962	\$ 51,117
Police Records Supervisor	1	1	80,640	34,138	1	82,606	35,440
Police Information Analyst	1	0	-	-	0	-	-
Police Records Specialist	7	7	490,821	209,175	7	507,519	218,459
Evidence Technician	1	1	73,171	27,634	1	74,568	28,572
Administrative Assistant	1	1	55,735	33,592	1	56,856	34,949
Records Dipsoition Specialist	0	1	43,680	17,195	1	46,301	18,226
Extra Labor			15,600	1,546		15,600	1,546
Overtime - Regular			40,000	3,964		40,000	3,964
<b>Total</b>	<b>12</b>	<b>12</b>	<b>\$ 910,962</b>	<b>\$ 375,492</b>	<b>12</b>	<b>\$ 942,412</b>	<b>\$ 392,274</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies includes miscellaneous office and evidence supplies; services include records destruction, repair costs, and ACCESS terminal rental, among others.

<i>Police - Support Operations</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.10.521.230.31.00 Supplies - Office & Operating	\$ 22,139	\$ 13,294	\$ 23,483	\$ 25,000	\$ 10,000	\$ 10,000
000.10.521.230.31.01 Supplies - Evidence	10,327	2,174	3,658	4,400	2,400	2,400
000.10.521.230.35.00 Supplies - Evidence	-	10,128	14,823	15,000	15,000	15,000
<b>Total Supplies</b>	<b>32,466</b>	<b>25,595</b>	<b>41,963</b>	<b>44,400</b>	<b>27,400</b>	<b>27,400</b>
000.10.521.230.41.00 Prof Svcs - Records destruction, evidence disposition, and translators	6,234	595	8,698	9,000	1,500	1,500
000.10.521.230.42.00 Communication - Communications services and equipment	4,254	6,109	-	-	-	-
000.10.521.230.42.01 Communication - Evidence Tech	200	-	-	-	-	-
000.10.521.230.43.00 Travel	1,469	1,197	-	-	-	-
000.10.521.230.45.00 Rental - ACCESS terminal, Cole directory and copy machine lease	6,491	3,167	-	-	-	-
000.10.521.230.48.00 R&M - Software Licenses: Spillman, GovQA, and FileOnQ, etc.	12,047	9,257	16,238	71,500	71,500	71,500
000.10.521.230.49.00 Misc - Misc. costs for maintaining records and evidence	683	8,796	5,163	2,500	3,000	3,000
<b>Total Services</b>	<b>31,378</b>	<b>29,122</b>	<b>30,098</b>	<b>83,000</b>	<b>76,000</b>	<b>76,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 63,844</b>	<b>\$ 54,717</b>	<b>\$ 72,061</b>	<b>\$ 127,400</b>	<b>\$ 103,400</b>	<b>\$ 103,400</b>

**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Bruce Linton

**DIVISION:** Investigations  
**FUND NUMBER:** 000  
**POSITION:** Chief of Police

**Description**

Conduct all follow-up investigation associated with major crimes to include crimes against persons, crimes against property, fraud, and white-collar offenses.

**Expenditure Summary**

<i>Police - Investigations</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 1,617,462	\$ 1,533,984	\$ 1,541,662	\$ 1,519,572	\$ 1,601,887	\$ 1,635,932	5.42%	2.13%
Personnel Benefits	499,153	478,037	452,713	537,125	510,195	531,291	-5.01%	4.13%
Supplies	7,091	29,313	11,855	12,000	6,000	6,000	-50.00%	0.00%
Services	157,801	107,769	134,790	133,822	165,027	105,717	23.32%	-35.94%
<b>Expenditure Total</b>	<b>\$ 2,281,507</b>	<b>\$ 2,149,103</b>	<b>\$ 2,141,019</b>	<b>\$ 2,202,519</b>	<b>\$ 2,283,109</b>	<b>\$ 2,278,940</b>	<b>3.66%</b>	<b>-0.18%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Police - Investigations</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Police Sergeant	2	2	\$ 234,731	\$ 62,040	2	\$ 239,040	\$ 64,485
Police Officer	10	10	984,408	338,201	10	1,009,092	353,068
Domestic Violence Advocate	1	1	78,221	33,505	1	80,136	34,791
Police Records Specialist	1	1	64,803	21,896	1	66,048	22,606
Auto Theft Task Force Detective	0	1	99,724	40,679	1	101,616	42,467
Overtime - Regular			140,000	13,874		140,000	13,874
<b>Total</b>	<b>14</b>	<b>15</b>	<b>\$ 1,601,887</b>	<b>\$ 510,195</b>	<b>15</b>	<b>\$ 1,635,932</b>	<b>\$ 531,291</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies includes miscellaneous office and operating supplies; services include polygraph translation, travel, equipment rental and repair, and investigation costs, among others.

<b>Police - Investigations</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.10.521.210.31.00 Supplies -Office and Operating	\$ 7,091	\$ 29,313	\$ 11,855	\$ 12,000	\$ 6,000	\$ 6,000
<b>Total Supplies</b>	<b>7,091</b>	<b>29,313</b>	<b>11,855</b>	<b>12,000</b>	<b>6,000</b>	<b>6,000</b>
000.10.521.210.41.00 Prof Svcs - Polygraph, Translation/Transcription, Department Impounds	3,404	11,957	5,943	4,000	15,000	15,000
000.10.521.210.42.00 Communication	474	7,227	-	-	-	-
000.10.521.210.43.00 Travel - Investigative Travel	6,351	6,246	6,345	5,000	5,000	5,000
000.10.521.210.45.00 Rental - Vehicle rentals and leases	2,334	(2,066)	-	-	-	-
000.10.521.210.45.94 Rental -Equipment Replacement Fund	63,462	7,595	7,595	7,595	66,351	7,595
000.10.521.210.45.95 Rental - Equipment Rental O & M	65,700	74,365	104,727	104,727	75,676	75,122
000.10.521.210.47.00 Public Utility	-	-	2,896	-	-	-
000.10.521.210.47.22 Public Utility - Gas	536	669	-	-	-	-
000.10.521.210.47.25 Public Utility - Water	859	669	-	-	-	-
000.10.521.210.48.00 Minor Repairs to Equipment	13,780	330	4,500	9,000	1,000	1,000
000.10.521.210.49.00 Misc - Unanticipated misc. investigation and DV expenses	901	777	2,784	3,500	2,000	2,000
<b>Total Services</b>	<b>157,801</b>	<b>107,769</b>	<b>134,790</b>	<b>133,822</b>	<b>165,027</b>	<b>105,717</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 164,892</b>	<b>\$ 137,082</b>	<b>\$ 146,644</b>	<b>\$ 145,822</b>	<b>\$ 171,027</b>	<b>\$ 111,717</b>

**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Bruce Linton

**DIVISION:** Tukwila Anti-Crime  
**FUND NUMBER:** 000  
**POSITION:** Chief of Police

**Description**

This unit, internally referred to as Tukwila Anti-Crime Team (TAC Team), provides specific criminal emphasis operations, which include narcotics, gambling, and vice-related activities. Also included are all gambling licensee audits and adult entertainment license background checks.

**Expenditure Summary**

<i>Police - Tukwila Anti-Crime</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20	
			2018						
Salaries & Wages	\$ 408,488	\$ 563,769	\$ 548,142	\$ 563,576	\$ 719,269	\$ 731,133	27.63%	1.65%	
Personnel Benefits	140,505	182,600	186,613	204,770	244,899	255,086	19.60%	4.16%	
Supplies	2,180	4,886	2,814	2,000	2,500	2,500	25.00%	0.00%	
Services	90,980	61,550	100,041	98,679	97,929	86,689	-0.76%	-11.48%	
<b>Expenditure Total</b>	<b>\$ 642,153</b>	<b>\$ 812,805</b>	<b>\$ 837,611</b>	<b>\$ 869,025</b>	<b>\$ 1,064,597</b>	<b>\$ 1,075,408</b>	<b>22.50%</b>	<b>1.02%</b>	

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Police - Tukwila Anti-Crime</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Police Sergeant	1	1	\$ 117,040	\$ 34,249	1	\$ 119,280	\$ 35,647
Police Officer	4	4	414,428	161,242	4	422,160	168,244
VNET Detective	0	1	99,724	40,679	1	101,616	42,467
Overtime - Regular			88,077	8,728		88,077	8,728
<b>Total</b>	<b>5</b>	<b>6</b>	<b>\$ 719,269</b>	<b>\$ 244,899</b>	<b>6</b>	<b>\$ 731,133</b>	<b>\$ 255,086</b>

## Expenditure Detail – Supplies, Services and Other

Supplies includes miscellaneous office supplies; services include equipment rental and repair, and license inspections, among others.

<b>Police - Tukwila Anti-Crime</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.10.521.250.31.00 Supplies - Office & Operating	\$ 2,180	\$ 4,886	\$ 2,814	\$ 2,000	\$ 2,500	\$ 2,500
<b>Total Supplies</b>	<b>2,180</b>	<b>4,886</b>	<b>2,814</b>	<b>2,000</b>	<b>2,500</b>	<b>2,500</b>
000.10.521.250.42.00 Communication - Cellular phone services	3,268	3,887	-	-	-	-
000.10.521.250.43.00 Travel - Mileage, parking, etc.	68	124	-	-	-	-
000.10.521.250.45.00 Rental - Vehicle rentals and leases	20,272	19,295	29,000	29,000	29,000	29,000
000.10.521.250.45.94 Rental -Equipment Replacement Fund	21,820	2,675	2,675	2,675	13,580	2,675
000.10.521.250.45.95 Rental - Equipment Rental O & M	32,887	30,325	56,004	56,004	44,349	44,014
000.10.521.250.48.00 R&M - Equipment Maintenance	-	-	50	1,000	1,000	1,000
000.10.521.250.49.00 Misc - Misc. expenses to include drug expenses, license inspections	12,665	5,245	12,313	10,000	10,000	10,000
<b>Total Services</b>	<b>90,980</b>	<b>61,550</b>	<b>100,041</b>	<b>98,679</b>	<b>97,929</b>	<b>86,689</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 93,159</b>	<b>\$ 66,436</b>	<b>\$ 102,856</b>	<b>\$ 100,679</b>	<b>\$ 100,429</b>	<b>\$ 89,189</b>

**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Bruce Linton

**DIVISION:** Professional Standards  
**FUND NUMBER:** 000  
**POSITION:** Chief of Police

**Description**

This section provides on-going commercial and residential security surveys, training and information programs, and maintains community crime analysis for business and residential communities. Also, maintains an on-going D.A.R.E. program within elementary, middle, and high school levels.

**Expenditure Summary**

<i>Police - Professional Standards</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 1,263,547	\$ 1,051,783	\$ 1,178,102	\$ 1,196,488	\$ 129,464	\$ 131,708	-89.18%	1.73%
Personnel Benefits	428,460	367,320	424,090	578,363	44,178	46,013	-92.36%	4.15%
Supplies	20,221	27,450	8,778	8,300	10,300	10,300	24.10%	0.00%
Services	42,439	19,280	9,605	10,388	80,127	75,653	671.34%	-5.58%
<b>Expenditure Total</b>	<b>\$ 1,754,667</b>	<b>\$ 1,465,834</b>	<b>\$ 1,620,576</b>	<b>\$ 1,793,539</b>	<b>\$ 264,069</b>	<b>\$ 263,674</b>	<b>-85.28%</b>	<b>-0.15%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Police - Professional Standards</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Police Sergeant	3	1	\$ 116,148	\$ 42,858	1	\$ 118,392	\$ 44,693
Community Oriented Policing Coordinator	1	0	-	-	0	-	-
Police Officer	11	0	-	-	0	-	-
Overtime - Regular			13,316	1,320		13,316	1,320
<b>Total</b>	<b>15</b>	<b>1</b>	<b>\$ 129,464</b>	<b>\$ 44,178</b>	<b>1</b>	<b>\$ 131,708</b>	<b>\$ 46,013</b>

**Expenditure Details – Supplies, Services and Other**

Supplies include office supplies and supplies for D.A.R.E program; services include rental of equipment, equipment repair charges, among others.

<b>Police - Professional Standards</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.10.521.300.31.00 Supplies - Office & Operating	\$ 15,507	\$ 23,761	\$ 5,231	\$ 4,300	\$ 6,300	\$ 6,300
000.10.521.300.31.01 Supplies - Dare	4,714	3,690	3,548	4,000	4,000	4,000
<b>Total Supplies</b>	<b>20,221</b>	<b>27,450</b>	<b>8,778</b>	<b>8,300</b>	<b>10,300</b>	<b>10,300</b>
000.10.521.300.42.00 Communication	6,457	4,698	-	-	-	-
000.10.521.300.43.00 Travel - Mileage, parking	5,451	(15)	-	-	-	-
000.10.521.300.43.01 Travel - Dare Donations	-	-	222	-	-	-
000.10.521.300.44.00 Advertising	13	453	-	400	-	-
000.10.521.300.45.00 Equipment Rentals	1,209	-	-	-	-	-
000.10.521.300.45.94 Rental - Equipment Replacement Fund	11,561	1,365	1,365	1,365	5,672	1,365
000.10.521.300.45.95 Rental - Equipment Rental O & M	14,052	11,413	3,023	3,023	22,855	22,688
000.10.521.300.47.21 Public Utility - Electricity	889	832	-	-	-	-
000.10.521.300.47.25 Public Utility - Water	-	119	-	-	-	-
000.10.521.300.47.26 Public Utility - Surface water chgs	233	245	-	-	-	-
000.10.521.300.48.00 R&M - Maintenance Fees, including Axon	547	42	-	1,000	51,000	51,000
000.10.521.300.49.00 Misc Fees & Expenditures	2,028	130	4,995	4,600	600	600
<b>Total Services</b>	<b>42,439</b>	<b>19,280</b>	<b>9,605</b>	<b>10,388</b>	<b>80,127</b>	<b>75,653</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 62,661</b>	<b>\$ 46,730</b>	<b>\$ 18,384</b>	<b>\$ 18,688</b>	<b>\$ 90,427</b>	<b>\$ 85,953</b>

**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Bruce Linton

**DIVISION:** Training  
**FUND NUMBER:** 000  
**POSITION:** Chief of Police

**Description**

Planning, evaluation, scheduling, and documentation of all training programs within the department.

**Expenditure Summary**

<i>Police - Training</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ 121,043	\$ 111,248	\$ 121,456	\$ 117,693	\$ 118,442	\$ 120,392	0.64%	1.65%	
Personnel Benefits	36,677	35,098	38,638	40,459	39,165	40,789	-3.20%	4.15%	
Supplies	40,508	45,708	47,980	44,500	40,000	40,000	-10.11%	0.00%	
Services	82,113	94,535	97,850	88,621	75,621	75,621	-14.67%	0.00%	
<b>Expenditure Total</b>	<b>\$ 280,342</b>	<b>\$ 286,589</b>	<b>\$ 305,923</b>	<b>\$ 291,273</b>	<b>\$ 273,227</b>	<b>\$ 276,802</b>	<b>-6.20%</b>	<b>1.31%</b>	

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Police - Training</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Police Officer	1	1	\$ 107,442	\$ 38,075	1	\$ 109,392	\$ 39,699
Overtime - Regular			11,000	1,090		11,000	1,090
<b>Total</b>	<b>1</b>	<b>1</b>	<b>\$ 118,442</b>	<b>\$ 39,165</b>	<b>1</b>	<b>\$ 120,392</b>	<b>\$ 40,789</b>

**Expenditure Detail - Supplies and Services**

Supplies includes miscellaneous office supplies; services include instructor fees, travel for training, equipment rental and repair, memberships, and registrations, among others.

<b>Police - Training</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.10.521.400.31.00 Supplies - Office & Operating	\$ 40,508	\$ 45,708	\$ 47,980	\$ 44,500	\$ 40,000	\$ 40,000
<b>Total Supplies</b>	<b>40,508</b>	<b>45,708</b>	<b>47,980</b>	<b>44,500</b>	<b>40,000</b>	<b>40,000</b>
000.10.521.400.41.00 Prof Svcs - Outside Trainers	2,857	140	9,000	9,000	4,000	4,000
000.10.521.400.42.00 Communication	-	1,225	-	-	-	-
000.10.521.400.43.00 Travel - Department Training Travel	33,825	33,847	37,990	26,380	26,380	26,380
000.10.521.400.45.00 Rentals - Includes Range Fees, SIR, etc.	1,150	1,479	1,800	1,800	1,800	1,800
000.10.521.400.48.00 R&M - Repairs to Training Equipment	306	-	1,000	2,500	2,500	2,500
000.10.521.400.49.00 Misc - Registrations for department training	43,976	57,844	48,060	48,941	40,941	40,941
<b>Total Services</b>	<b>82,113</b>	<b>94,535</b>	<b>97,850</b>	<b>88,621</b>	<b>75,621</b>	<b>75,621</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 122,622</b>	<b>\$ 140,243</b>	<b>\$ 145,829</b>	<b>\$ 133,121</b>	<b>\$ 115,621</b>	<b>\$ 115,621</b>

**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Bruce Linton

**DIVISION:** Traffic  
**FUND NUMBER:** 000  
**POSITION:** Chief of Police

**Description**

Provides traffic law enforcement and traffic control. Investigates traffic related incidents and develops and works from a comprehensive traffic plan, which includes traffic safety education, enforcement programs such as D.U.I. enforcement, and coordination with City Engineering. Also, management of the Traffic Volunteer Program.

**Expenditure Summary**

<i>Police - Traffic</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ 407,843	\$ 373,392	\$ 346,326	\$ 431,728	\$ 620,807	\$ 635,684	43.80%	2.40%	
Personnel Benefits	132,680	122,992	123,653	150,681	232,388	243,012	54.23%	4.57%	
Supplies	7,588	8,584	14,105	4,600	4,600	4,600	0.00%	0.00%	
Services	28,753	20,354	13,361	20,022	71,089	53,684	255.05%	-24.48%	
Intergovt. Services & Taxes	1,015,006	1,096,931	1,131,134	1,168,917	1,177,353	1,212,591	0.72%	2.99%	
<b>Expenditure Total</b>	<b>\$ 1,591,871</b>	<b>\$ 1,622,253</b>	<b>\$ 1,628,579</b>	<b>\$ 1,775,948</b>	<b>\$ 2,106,237</b>	<b>\$ 2,149,571</b>	<b>18.60%</b>	<b>2.06%</b>	

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Police - Traffic</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Police Sergeant	1	1	\$ 119,548	\$ 39,674	1	\$ 121,752	\$ 41,331
Police Officer	2	4	410,924	153,242	4	419,304	159,966
Police Support Officer	1	1	60,335	36,500	1	64,628	38,742
Overtime - Regular			30,000	2,973		30,000	2,973
<b>Total</b>	<b>4</b>	<b>6</b>	<b>\$ 620,807</b>	<b>\$ 232,388</b>	<b>6</b>	<b>\$ 635,684</b>	<b>\$ 243,012</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies includes miscellaneous office supplies; services include equipment rental and repair, among others.

<b>Police - Traffic</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.10.521.700.31.00 Supplies - Office & Operating	\$ 7,588	\$ 8,584	\$ 14,105	\$ 4,600	\$ 4,600	\$ 4,600
<b>Total Supplies</b>	<b>7,588</b>	<b>8,584</b>	<b>14,105</b>	<b>4,600</b>	<b>4,600</b>	<b>4,600</b>
000.10.521.700.42.00 Communication	35	-	-	-	-	-
000.10.521.700.45.00 Rentals	2,054	676	-	-	-	-
000.10.521.700.45.94 Rental -Equipment Replacement Fund	19,274	989	989	989	18,906	989
000.10.521.700.45.95 Rental - Equipment Rental O & M	5,562	15,037	8,533	8,533	47,183	47,695
000.10.521.700.48.00 R&M - Radar/LIDAR Repair & Certification	1,804	1,294	3,311	10,000	4,500	4,500
000.10.521.700.49.00 Misc Fees & Expenditures	24	2,357	528	500	500	500
	-	-	-	-	-	-
<b>Total Services</b>	<b>28,753</b>	<b>20,354</b>	<b>13,361</b>	<b>20,022</b>	<b>71,089</b>	<b>53,684</b>
000.10.521.240.41.51 Intergovt Prof Svcs - Dispatching and Data	1,015,006	1,096,931	1,131,134	1,168,917	1,177,353	1,212,591
<b>Total Intergovernmental</b>	<b>1,015,006</b>	<b>1,096,931</b>	<b>1,131,134</b>	<b>1,168,917</b>	<b>1,177,353</b>	<b>1,212,591</b>
<b>Total Supplies, Services and Other</b>	<b>\$1,051,348</b>	<b>\$ 1,125,869</b>	<b>\$ 1,158,600</b>	<b>\$1,193,539</b>	<b>\$1,253,042</b>	<b>\$1,270,875</b>

**DEPARTMENT:** Police (10)  
**FUND:** General  
**RESPONSIBLE MANAGER:**

**DIVISION:** Special Operations  
**FUND NUMBER:** 000  
**POSITION:** Chief of Police

**Description**

The Special Operations Division houses the Police Department’s more specialized and proactive teams and equipment. Examples include the Community Policing Team, SWAT/Civil Disturbance/Hostage Negotiator, School Resource Officer, and Court/Jail Transport Officers.

**Expenditure Summary**

<i>Police - Special Operations</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ 924,826	\$ 945,147	-	2.20%
Personnel Benefits	-	-	-	-	355,343	371,179	-	4.46%
Supplies	-	-	-	-	15,000	15,000	-	0.00%
Intergovt. Services & Taxes	-	-	-	-	13,167	13,167	-	0.00%
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,308,337</b>	<b>\$ 1,344,493</b>	<b>-</b>	<b>2.76%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

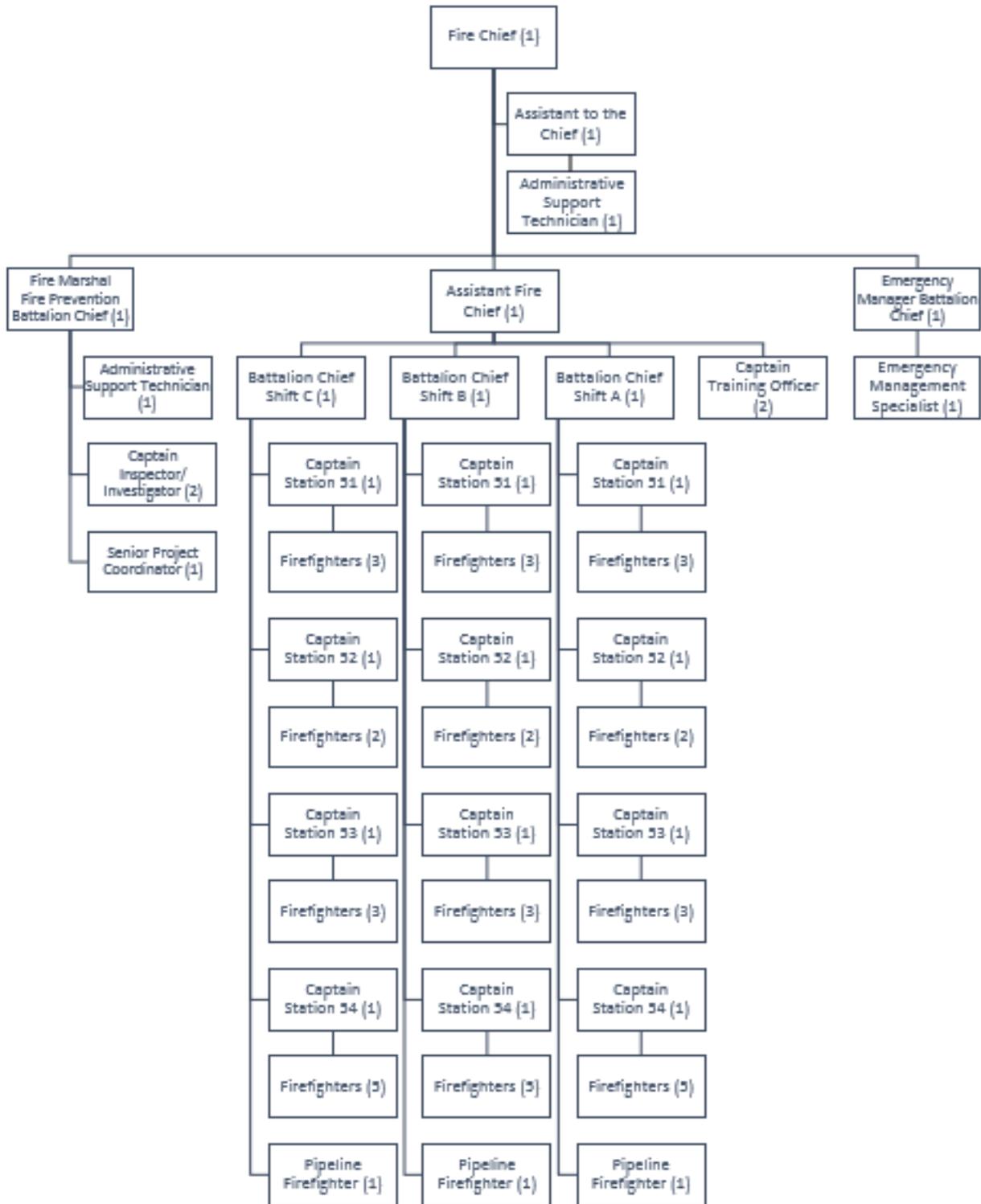
<i>Police - Special Operations</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Police Sergeant	0	1	\$ 117,274	\$ 43,008	1	\$ 120,000	\$ 44,906
Police Officer	0	8	807,552	312,335	8	825,147	326,272
<b>Total</b>	<b>0</b>	<b>9</b>	<b>\$ 924,826</b>	<b>\$ 355,343</b>	<b>9</b>	<b>\$ 945,147</b>	<b>\$ 371,179</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies include specialized gear specific to the teams included within this division. Operating Rentals and Leases includes vehicles such as SWAT/Hostage Negotiator vehicles, PD Command Vehicles, Transport Vehicles, as well as vehicles assigned to individual members of these teams.

<i>Police - Special Operations</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.10.521.260.31.04 Supplies - Emergency Services Unit	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
000.10.521.260.31.05 Supplies - Civil Disturbance Unit	-	-	-	-	5,000	5,000
<b>Total Supplies</b>	-	-	-	-	<b>15,000</b>	<b>15,000</b>
<b>Total Services</b>	-	-	-	-	-	-
000.10.521.260.41.51 Intergovt Prof Svcs - VSWAT Operating Fees	-	-	-	-	13,167	13,167
<b>Total Intergovernmental</b>	-	-	-	-	<b>13,167</b>	<b>13,167</b>
<b>Total Supplies, Services and Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,167</b>	<b>\$ 28,167</b>

### Fire Department



**DEPARTMENT:** Fire (11)**FUND:** General**RESPONSIBLE MANAGER:** Jay Wittwer**FUND NUMBER:** 000**POSITION:** Fire Chief**Description**

The Fire Department is an all hazard service, providing first tier emergency response to incidents involving fire, emergency medical services, motor vehicle accidents, hazardous materials, rescue, and fulfills non-emergency service requests as well. The department provides fire prevention and investigation services through the office of the Fire Marshal. The department is involved in the greater community through outreach and collaborative city events and programs. The department cooperates and as necessary coordinates operations with other city departments.

**2017-2018 Accomplishments**

- ◆ Department participated in community outreach events and activities such as; Seattle Sounders, Seattle Seawolves, FC Rave Green 5K, Drag Queen Bowling at ACME, National Night Out Against Crime, Touch A Truck, See You in the Park, Family Fourth at the Fort, Public Safety Plan, Senior Thanksgiving at TCC, and many others.
- ◆ Filled deployment roles with WA Task Force 1 for weather-related events in Texas, Florida and Hawaii. Services included swift water rescue, DMAT staging and assisting the state of Hawaii with Emergency Operations Center command and coordination functions.
- ◆ Assisted the Puget Sound Regional Fire Authority with Incident Action Planning for large multi-operational period wildland fire.
- ◆ Collaborated with Tukwila Police Department and regional agencies to provide July 4th fireworks emphasis and enforcement patrols.
- ◆ Completed 7th Teen CERT Program in August 2018 and have provided many fire extinguisher trainings to the community.
- ◆ Participated in station design planning for Stations 51, 52 and the Justice Center.
- ◆ Underwent Value Stream Mapping process for Fire Marshal's Office and began implementation.
- ◆ Secured stable funding of equipment and apparatus for a ten-year period which, includes the replacement of two pumpers, one ladder truck, three administrative vehicles and all Self-Contained Breathing Apparatuses.
- ◆ Increased trained personnel to fill roles of Apparatus Driver, Company Officer and Shift Commander.

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**2019-2020 Outcome Goals**

- ◆ Continue department participation in processes and actions needed to replace two fire stations.
- ◆ Continue participation in JATC program. Enroll all new uniformed employees.
- ◆ Sustain 2017-2018 levels of service in the areas of emergency response and fire prevention.
- ◆ Meet state and national training laws and standards through participation in the South King County Training Consortium.
- ◆ Meet the requirements of RCW 35.103, Standards of Coverage, for community acceptance and annual reporting.
- ◆ Identify means to obtain and document key trade knowledge that is being lost due to attrition.

**2019-2020 Indicators of Success**

- ◆ Continued reduction of fire loss through more aggressive inspection scheduling, preparedness through training, and through public education opportunities.
- ◆ Have future direction of department established and appropriate actions in place regarding that direction.
- ◆ Sustain department statistics related to survival of sudden cardiac arrest that contribute positively to outstanding regional statistics and outcomes.
- ◆ Increased numbers of trained community members as related to first aid/CPR/public defibrillator, fire extinguisher use, and CERT.
- ◆ Continue to decrease overtime expenditures, enhanced succession, increased efficiencies, and provide additional service through the utilization of pipeline employees.
- ◆ Opening of new Fire Station 51 and substantial completion of new Fire Station 52.
- ◆ Continue to establish community approved standards of coverage and provide required annual reporting.
- ◆ Increased morale, job satisfaction and engagement with intra and interdepartmental committees.

**Budget Change Discussion:**

**Salaries & Benefits** COLA increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement.

**Supplies** Expenditures for Supplies increased due to the inclusion of radio replacement costs. The City had received a one-time grant to fund these on-going costs, but the grant expired, and the costs are reentering the budget. Expenditures for various other supplies were reduced to control costs.

**Services** Costs related to Equipment Rental – Operation and Maintenance were increased due to the planned acquisition of new apparatus as part of the Public Safety Plan.

**Capital** Outlays of \$200,000 per year were added to upgrade the Knox Box Rapid Entry System.

**Department Detail:**

**Staffing and Expenditure by Program**

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Emergency Response - Fire &EMS	21.63	3,556,968	28.5%	3,654,593	28.6%	2.7%
Logistis/Equipment Repair & Maintenance	1.65	1,268,079	10.2%	1,261,236	9.9%	(0.5%)
Training received	5.21	923,250	7.4%	948,818	7.4%	2.8%
NON-Emergency Response	5.02	763,603	6.1%	783,958	6.1%	2.7%
Health and Safety	5.15	748,267	6.0%	768,329	6.0%	2.7%
Training Delivery	3.12	524,579	4.2%	538,490	4.2%	2.7%
Administration	5.53	1,180,917	9.5%	1,205,711	9.4%	2.1%
Apparatus and Equipment Check	2.86	413,541	3.3%	424,340	3.3%	2.6%
Special Projects/Tasks	1.90	298,703	2.4%	307,780	2.4%	3.0%
Valley Communications & Emergency Radios	0.22	252,071	2.0%	259,554	2.0%	3.0%
Fire Prevention Plan Review & Inspection Duties	1.19	236,455	1.9%	243,197	1.9%	2.9%
Custodial Services	1.42	228,507	1.8%	233,954	1.8%	2.4%
Logistics	1.62	242,724	1.9%	249,106	2.0%	2.6%
Deployments	0.02	201,189	1.6%	208,146	1.6%	3.5%
Professional Development	1.06	198,052	1.6%	203,982	1.6%	3.0%
Fleet, 3rd Party Maintenance & Testing	1.48	223,651	1.8%	229,634	1.8%	2.7%
Personal Protective Equipment (PPE) - Suppresion	1.08	166,832	1.3%	171,376	1.3%	2.7%
Emergency Management Administrative	0.67	141,194	1.1%	144,106	1.1%	2.1%
Inter-Department Support	0.94	137,966	1.1%	142,198	1.1%	3.1%
Community Outreach/Education Emergency Management	0.92	169,595	1.4%	172,996	1.4%	2.0%
Personal Protective Equipment (PPE) - Fire Prevention/Inspections	0.82	122,997	1.0%	126,333	1.0%	2.7%
Facilities	0.25	122,375	1.0%	123,690	1.0%	1.1%
Budgeting	0.58	94,316	0.8%	97,129	0.8%	3.0%
Emergency Management Planning	0.42	92,499	0.7%	94,464	0.7%	2.1%
Fire Prevention Administrative	0.56	74,725	0.6%	76,356	0.6%	2.2%
Fire Prevention Investigation Duties	0.23	66,192	0.5%	69,095	0.5%	4.4%
Public Records Requests	0.53	56,572	0.5%	58,194	0.5%	2.9%
Rescue Team, Water, Trench, Rope	0.10	47,225	0.4%	47,783	0.4%	1.2%
Recruiting & Hiring	0.15	38,342	0.3%	39,275	0.3%	2.4%
Emergency Management Assistance Team	0.17	36,703	0.3%	37,461	0.3%	2.1%
Pre-Fires	0.18	29,945	0.2%	30,763	0.2%	2.7%
Public Services	0.18	24,994	0.2%	25,671	0.2%	2.7%
Special Events Overtime	0.07	11,365	0.1%	11,643	0.1%	2.4%
HazMat Team	0.01	10,592	0.1%	10,734	0.1%	1.3%
Emergency Messaging	0.03	6,172	0.05%	6,305	0.05%	2.2%
Explorer Program	0.03	4,951	0.04%	5,095	0.04%	2.9%
<b>PROGRAM TOTALS</b>	<b>67.00</b>	<b>12,473,386</b>	<b>100.00%</b>	<b>12,762,387</b>	<b>100.00%</b>	<b>2.3%</b>

\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget. Therefore; no historical data is available.

### Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Fire fall into all four tiers with 37% of the budget allocated to the top tier.



### Program Descriptions

Emergency Response: Fire, EMS, Rescue, HazMat, report writing, unit readiness, report writing. NFIRS, ESO, research, accident investigations, station log book.

Administration: Administrative meetings, minutes, emails, phone calls, paper, copying, printing, rental costs, report writing.

Logistics/Equipment Maintenance and Replacement: Cleaning and minor repair of apparatus, small tools, SCBA, and other specialty equipment and long-term replacement costs.

Training Received: Includes academies, Blue Card, JATC, video watching and consortium drills/exercises, individual crew or multi-company drills, Time spent traveling to/from classes, meetings, conferences, etc.

Non-Emergency and Response: Service calls, false calls, others, report writing.

Health and Safety: Daily PT, stretching, equipment and maintenance. Includes peer support, health and safety programs, record keeping.

Training Delivery: Preparing for drills, training record review/data entry, logistical support, training/educating public.

Apparatus and Equipment Check: Includes, daily and Sunday equipment checks, aid gear, SCBA, radio's, hand tools, power tools maintenance, record keeping.

Special Projects/Tasks: Committees, tasks or assignments not covered in one of the categories above, such as Small Engines, Apparatus Spec, and JATC.

Valley Communications and Emergency Radios: Includes reviewing/maintaining FRL's, type codes, mapping and pre-fire input, PSERN, maintenance of radio's, charging batteries, City wide emergency radio program, record keeping, billing etc.

Logistics: Research, purchasing, delivery, management and inventorying of supplies such as aid equipment, station supplies, this will also include our aid runs, mail run. Rehab equipment, supplies. This program does not include time spent with the Explorers, nor personnel time in rehab at an incident.

Fire Prevention Plan Review and Inspection Duties: Plan review, special permit events, building inspection, new construction/TI inspections, re-inspections, walk through, contractor billable after hours OT.

Custodial Services: Station cleaning interior/exterior, Saturday and Sunday chores, custodial supplies.

Fleet, 3<sup>rd</sup> Party Maintenance and Testing: Time spent coordinating repairs, daily and Sunday checks, fueling, pump testing, apparatus swap overs, washing, minor maintenance and long-term replacement costs. Coordination of outsourcing, repair, inspections, cleaning of hose and ladders.

Deployments: Deployments out of jurisdiction that are reimbursed.

Professional Development: Career development, coaching, mentoring, discipline, counseling, certifications, memberships.

Community Outreach/Education Emergency Management: Includes fire extinguisher classes, First Aid/CPR training, fire prevention education, public relations, tours.

Personal Protective Equipment (PPE) – Suppression: Purchasing and maintenance, inventory, bunker gear, uniform purchases and cleaning.

Emergency Management Administrative: Other emergency management meetings, phone calls, emails ad hoc meetings, NIMS Compliance, grant management, EOC readiness, DOCs, DERT, volunteer management, report writing.

Inter-Department Support: Fire department assisting or supporting other departments' programs, such as Community Connectors, Communication Roundtable.

Personal Protective Equipment (PPE) – Fire Prevention/Inspections: Purchasing and maintenance, inventory, investigative gear, uniform purchases and cleaning.

Facilities: Sta. 51, 52, 53, 54, Fire Marshal Office, Emergency Management, including utilities, Repairs, painting, minor maintenance, garbage & recycling.

Budgeting: Research, purchasing, documentation, P-Card tasks.

Emergency Management Planning: Core capabilities (planning, mitigation, response, recovery), meetings, writing/reviewing/updating plans, CEMP, HIRA, hazard mitigation, COOP/CoG.

Fire Prevention Administrative: Record keeping, filing, scanning, permit management, phone calls, emails, meetings, report writing

Fire Prevention Investigation Duties: Fire investigations, origin, cause and criminal follow-up, report writing, court preparation and attendance,

Public Records Requests: Public Records requests, filing, record keeping, Research, scheduling, documentation, reporting

Rescue Team, Water, Trench, Rope: Any Team Time, Team meetings, equipment or tool maintenance, drill time, purchasing, report writing etc.

Recruiting & Hiring: Testing, training of new recruits, PPE purchasing, advertising

Emergency Management Assistance Team: Includes responses in and/or out of the City, Emergency Shelters, operational coordination, situational awareness, etc.

Pre-Fires: Research, planning, drawing and maintenance.

Public Services: Blood Pressures, public assistance, events, standby, etc.

Special Events Overtime: Includes FEMA, Task Force, EMAT, special teams, fire prevention contractor billable.

HazMat Team: Any team time, team meetings, equipment or tool maintenance, drill time, purchasing, report writing etc.

Emergency Messaging: Code Red Alert and Warning system, AHAB, AM Radio Ch 1600, Cable TV Ch. 21.

Explorer Program: Includes Explorer Post 51, Occupational Skills Center (OSC), paperwork, planning, participation.

**Expenditure Summary**

<i>Fire Department</i>								
Expenditures By Program	Actual			Budget			Percent Change	
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20
			2018					
Administration	\$ 807,292	\$ 896,733	\$ 920,356	\$ 971,885	\$ 1,175,610	\$ 1,204,767	20.96%	2.48%
Suppression	8,793,233	9,151,233	9,288,034	9,460,081	9,173,895	9,386,774	-3.03%	2.32%
Prevention & Investigation	826,468	864,692	867,539	853,880	834,653	859,268	-2.25%	2.95%
Training	379,240	443,663	427,933	466,687	439,782	450,624	-5.77%	2.47%
Facilities	92,391	100,349	115,821	110,860	110,860	110,860	0.00%	0.00%
Special Operations	29,038	28,653	61,114	53,581	42,291	42,224	-21.07%	-0.16%
Rescue & Emergency Aid	246,274	240,478	257,741	259,295	265,149	268,321	2.26%	1.20%
Emergency Management	380,406	341,177	356,990	365,371	431,147	439,549	18.00%	1.95%
<b>Department Total</b>	<b>\$ 11,554,341</b>	<b>\$ 12,066,979</b>	<b>\$ 12,295,527</b>	<b>\$ 12,541,640</b>	<b>\$ 12,473,387</b>	<b>\$ 12,762,388</b>	<b>-0.54%</b>	<b>2.32%</b>

<i>Fire Department</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20
			2018					
Salaries & Wages	\$ 7,802,917	\$ 8,249,816	\$ 8,307,481	\$ 8,224,418	\$ 7,990,806	\$ 8,200,932	-2.84%	2.63%
Personnel Benefits	2,516,135	2,449,461	2,357,449	2,643,230	2,535,507	2,616,968	-4.08%	3.21%
Supplies	250,141	151,626	208,133	271,745	294,145	294,145	8.24%	0.00%
Services	794,159	1,008,122	1,212,523	1,186,202	1,237,343	1,228,398	4.31%	-0.72%
Intergovt. Svcs & Taxes	190,989	200,019	209,940	216,045	215,586	221,945	-0.21%	2.95%
Capital Outlays	-	7,934	-	-	200,000	200,000	0.00%	0.00%
<b>Department Total</b>	<b>\$ 11,554,341</b>	<b>\$ 12,066,979</b>	<b>\$ 12,295,527</b>	<b>\$ 12,541,640</b>	<b>\$ 12,473,387</b>	<b>\$ 12,762,388</b>	<b>-0.54%</b>	<b>2.32%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Fire Department</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Fire Chief	1	1	\$ 159,124	\$ 49,261	1	\$ 166,584	\$ 51,476
Assistant Fire Chief	1	1	153,718	32,547	1	156,549	34,100
Assistant to Fire Chief	1	1	78,887	33,693	1	80,436	34,918
Admin Support Technician	2	2	124,438	55,904	2	127,462	58,087
Fire Battalion Chief	5	5	689,560	167,618	5	706,799	175,169
Fire Captain	16	16	1,928,421	558,849	16	1,976,632	586,572
Firefighter	39	39	3,865,053	1,250,846	39	3,961,680	1,284,111
Fire Project Coordinator	1	1	99,001	39,987	1	100,920	41,494
CERT Trainer	1	1	91,501	36,414	1	93,769	37,780
Overtime			530,648	52,587		534,648	52,984
Holiday Pay			270,454	26,802		295,454	29,279
Retiree Medical			-	159,000		-	159,000
Firemen's Pension			-	72,000		-	72,000
<b>Department Total</b>	<b>67</b>	<b>67</b>	<b>\$ 7,990,806</b>	<b>\$ 2,535,508</b>	<b>67</b>	<b>\$ 8,200,932</b>	<b>\$ 2,616,969</b>

## Expenditure Detail - Supplies, Services and Other

Supplies include small tools and equipment; Professional services and contract include travel, equipment replacement and O&M charges, insurance subscriptions and memberships, among others.

<i>Fire</i>						
Account Name	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
Salaries	\$ 7,056,990	\$ 7,463,759	\$ 7,314,234	\$ 7,209,250	\$ 7,189,704	\$ 7,370,830
Extra Labor	14,530	5,124	3,925	-	-	-
Overtime	502,299	537,408	697,679	690,648	530,648	534,648
Kelly/Holiday Pay	229,098	243,525	291,643	324,520	270,454	295,454
FICA	125,792	138,286	134,059	130,361	228,541	200,194
Pension - LEOFF	443,961	480,121	405,229	464,710	422,493	431,031
Pension - PERS	41,457	44,583	50,145	45,514	50,016	51,129
Industrial Insurance	285,581	283,231	303,537	404,145	386,816	422,619
Healthcare	1,619,344	1,503,239	1,464,479	1,598,500	1,447,641	1,511,996
<b>Total Salaries &amp; Benefits</b>	<b>10,319,052</b>	<b>10,699,278</b>	<b>10,664,930</b>	<b>10,867,648</b>	<b>10,526,313</b>	<b>10,817,900</b>
Supplies	248,229	147,399	185,559	234,477	206,877	206,877
Small tools	1,912	4,228	22,575	37,268	87,268	87,268
<b>Total Supplies</b>	<b>250,141</b>	<b>151,626</b>	<b>208,133</b>	<b>271,745</b>	<b>294,145</b>	<b>294,145</b>
Professional services	48,678	36,161	95,359	81,000	81,000	81,000
Communication	38,989	41,241	41,630	32,170	32,170	32,170
Travel	10,822	12,512	14,896	7,000	7,000	7,000
Operating rentals	380,507	484,771	606,307	602,262	672,616	654,151
Insurance	90,000	173,286	191,453	190,615	190,402	199,922
Utilities	75,925	84,095	87,464	73,360	73,360	73,360
Repair and maintenance	58,796	54,338	40,285	41,921	36,921	36,921
Miscellaneous	90,443	121,719	135,130	157,874	143,874	143,874
<b>Total Services</b>	<b>794,159</b>	<b>1,008,122</b>	<b>1,212,523</b>	<b>1,186,202</b>	<b>1,237,343</b>	<b>1,228,398</b>
Intergovernmental	190,989	200,019	209,940	216,045	215,586	221,945
Capital	-	7,934	-	-	200,000	200,000
<b>Total Other</b>	<b>190,989</b>	<b>207,953</b>	<b>209,940</b>	<b>216,045</b>	<b>415,586</b>	<b>421,945</b>
<b>Total Fire</b>	<b>\$ 11,554,341</b>	<b>\$ 12,066,979</b>	<b>\$ 12,295,527</b>	<b>\$ 12,541,640</b>	<b>\$ 12,473,387</b>	<b>\$ 12,762,388</b>

**DEPARTMENT:** Fire (11)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jay Wittwer

**DIVISON:** Administration  
**FUND NUMBER:** 000  
**POSITION:** Fire Chief

**Description**

Our mission is to deliver professional services to the greater Tukwila community and provide a safe working environment for our personnel. Administration provides oversight, direction, support and encouragement to the various divisions, teams and individual members of the department.

**Expenditure Summary**

<i>Fire - Administration</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 449,925	\$ 422,392	\$ 448,052	\$ 451,501	\$ 453,783	\$ 467,133	0.51%	2.94%
Personnel Benefits	188,783	208,413	143,116	208,909	221,767	228,174	6.16%	2.89%
Supplies	10,908	8,667	12,230	10,877	10,877	10,877	0.00%	0.00%
Services	157,675	249,327	316,958	300,598	289,183	298,582	-3.80%	3.25%
Capital Outlays	-	7,934	-	-	200,000	200,000	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$ 807,292</b>	<b>\$ 896,733</b>	<b>\$ 920,356</b>	<b>\$ 971,885</b>	<b>\$ 1,175,610</b>	<b>\$ 1,204,767</b>	<b>20.96%</b>	<b>2.48%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Fire - Administration</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Fire Chief	1	1	\$ 159,124	\$ 49,261	1	\$ 166,584	\$ 51,476
Assistant Fire Chief	1	1	153,718	32,547	1	156,549	34,100
Assistant to Fire Chief	1	1	78,887	33,693	1	80,436	34,918
Admin Support Technician	1	1	61,589	34,220	1	63,101	35,635
Firemen's Pension				72,000			72,000
Overtime			464	46		464	46
<b>Administration Total</b>	<b>4</b>	<b>4</b>	<b>\$ 453,783</b>	<b>\$ 221,768</b>	<b>4</b>	<b>\$ 467,133</b>	<b>\$ 228,175</b>

## Expenditure Detail - Supplies, Services and Other

Supplies include small tools and equipment; Professional services and contract include travel, equipment replacement and O&M charges, insurance subscriptions and memberships, among others.

<b>Fire - Administration</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.11.522.100.31.00 Supplies - Office	\$ 4,132	\$ 67	\$ 141	\$ -	\$ -	\$ -
000.11.522.100.31.01 Supplies - Operating	6,776	8,599	12,089	10,877	10,877	10,877
<b>Total Supplies</b>	<b>10,908</b>	<b>8,667</b>	<b>12,230</b>	<b>10,877</b>	<b>10,877</b>	<b>10,877</b>
000.11.522.100.41.00 Prof Svcs - TRAKIT	2,137	4,267	38,777	25,000	25,000	25,000
000.11.522.100.42.00 Communication -Telephones, fax, postage, reproduction for misc. brochures	26,417	27,444	28,397	23,170	23,170	23,170
000.11.522.100.43.00 Travel-Lodging, mileage, and meals for conferences and administrative staff trng	12	1,628	7,797	2,250	2,250	2,250
000.11.522.100.45.00 Rental-Office machines rentals/leases	2,806	3,979	6,092	3,800	3,800	3,800
000.11.522.100.45.94 Rental-Equipment Replacement Fund	-	-	-	-	-	-
000.11.522.100.45.95 Rental-Equipment Rental O & M	10,484	19,947	22,759	22,759	16,557	16,436
000.11.522.100.46.00 Insurance - WCIA liability costs	-	-	-	-	-	-
000.11.522.100.46.01 Insurance - WCIA liability costs	90,000	173,286	191,453	190,615	190,402	199,922
000.11.522.100.48.01 R&M - MHz & Wireless Radios serviced by Valley Com and new portable radios	20,347	13,380	14,588	20,121	15,121	15,121
000.11.522.100.48.02 R&M - Copier repair and maintenance	-	-	300	300	300	300
000.11.522.100.49.00 Misc-Subscriptions, Fire Engineering, professional memberships: NFPA, IAFC, KCFCA, WSAFC; tuition & registrations	5,471	5,396	6,795	12,583	12,583	12,583
<b>Total Services</b>	<b>157,675</b>	<b>249,327</b>	<b>316,958</b>	<b>300,598</b>	<b>289,183</b>	<b>298,582</b>
000.11.594.600.64.00 Capital - Machinery and equipment	-	7,934	-	-	200,000	200,000
<b>Total Other</b>	<b>-</b>	<b>7,934</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 168,583</b>	<b>\$ 265,928</b>	<b>\$ 329,189</b>	<b>\$ 311,475</b>	<b>\$ 500,060</b>	<b>\$ 509,459</b>

**DEPARTMENT:** Fire (11)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jay Wittwer

**DIVISION:** Suppression  
**FUND NUMBER:** 000  
**POSITION:** Fire Chief

**Description**

The primary responsibility of the Suppression Division of the Fire Department is to execute the numerous daily field operations that occur within the city and its extended mutual aid response area. Categorically, these operations are most frequently considered to be emergency or non-emergency. Responses to emergencies include, but are not limited to, fire, medical aid, transportation accidents, property damage, operations level hazardous materials and rescues. The division also supports other fire operations such as specialized/technical rescue response, technical hazardous materials response, training, fire prevention, public education, public relations, and business inspections. The division engages in continuous and ongoing training in area of responsibility.

**Expenditure Summary**

<i>Fire - Suppression</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 6,224,571	\$ 6,625,350	\$ 6,716,701	\$ 6,647,205	\$ 6,420,101	\$ 6,587,822	-3.42%	2.61%
Personnel Benefits	2,049,050	1,961,304	1,927,017	2,119,775	2,019,811	2,081,623	-4.72%	3.06%
Supplies	122,571	68,618	92,970	141,100	105,500	105,500	-25.23%	0.00%
Services	397,041	495,961	551,347	552,001	628,483	611,830	13.86%	-2.65%
<b>Expenditure Total</b>	<b>\$ 8,793,233</b>	<b>\$ 9,151,233</b>	<b>\$ 9,288,034</b>	<b>\$ 9,460,081</b>	<b>\$ 9,173,895</b>	<b>\$ 9,386,774</b>	<b>-3.03%</b>	<b>2.32%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Fire - Suppression</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Fire Battalion Chief	3	3	\$ 406,298	\$ 100,018	3	\$ 416,456	\$ 104,480
Fire Captain	12	12	1,437,473	439,459	12	1,473,410	461,068
Firefighter	39	39	3,865,053	1,250,846	39	3,961,680	1,284,111
Overtime			440,822	43,685		440,822	43,685
Holiday Pay			270,454	26,802		295,454	29,279
Retiree Medical				159,000			159,000
<b>Suppression Total</b>	<b>54</b>	<b>54</b>	<b>\$ 6,420,101</b>	<b>\$ 2,019,811</b>	<b>54</b>	<b>\$ 6,587,822</b>	<b>\$ 2,081,624</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include fire operations supplies and small tools. Services include physicals and testing, equipment replacement and O&M charges, repairs and maintenance, and uniform cleaning, among others.

<b>Fire - Suppression</b>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.11.522.200.31.00	Supplies -Office and Operating	\$ 1,605	\$ -	\$ -	\$ -	\$ -
000.11.522.200.31.01	Supplies - Operating	111,933	50,777	53,060	55,000	55,000
000.11.522.200.31.02	Supplies - Fire Equipment	27	-	-	-	-
000.11.522.200.31.03	Supplies - Explorer Post	1,098	2,663	849	2,500	2,500
000.11.522.200.31.04	Supplies - New Employee Costs	5,451	6,087	21,047	50,000	25,000
000.11.522.200.31.05	Supplies - Air pack repair parts	-	1,560	10,603	10,600	-
000.11.522.200.31.06	Supplies - Safety/Health	2,457	3,304	4,104	11,000	11,000
000.11.522.200.35.00	Supplies - Small Tools & Minor Equipment	-	4,228	3,307	12,000	12,000
<b>Total Supplies</b>		<b>122,571</b>	<b>68,618</b>	<b>92,970</b>	<b>141,100</b>	<b>105,500</b>
000.11.522.200.41.00	Prof Svcs - Air samples and svcs	47	-	10,100	4,000	4,000
000.11.522.200.41.02	Prof Svcs - Hazmat physicals, hearing tests, TB & Hep B testing	4,503	2,991	8,975	8,000	8,000
000.11.522.200.41.03	Prof Svcs - Hose & ladder testing	9,606	7,032	2,243	12,000	12,000
000.11.522.200.41.04	Prof Svcs - New employee costs: medical physicals, psychological testing, recruit academy tuition	11,048	3,978	89	2,500	2,500
000.11.522.200.41.06	Prof Svcs - Medical services	-	3,126	-	-	-
000.11.522.200.42.00	Communication - Language line	26	25	8	-	-
000.11.522.200.43.00	Travel -	28	-	-	-	-
000.11.522.200.45.00	Rental-Office machines rentals/leases	-	150	-	-	-
000.11.522.200.45.95	Rental-Equipment Rental O & M	303,299	402,410	482,710	482,710	559,192
000.11.522.200.48.01	R&M - Repairs & maint. for bunker gear, exercise equipment, and portable radios	36,915	38,931	22,304	20,000	20,000
000.11.522.200.48.02	R&M - Debt service for 2 new fire engines	-	1,953	1,593	-	-
000.11.522.200.49.00	Misc - Subscriptions, RMS CAD interface fees, tuition and registrations	5,471	1,831	(140)	2,000	2,000
000.11.522.200.49.03	Misc - Explorer Post	291	-	-	-	-
000.11.522.200.49.05	Misc - Uniform cleaning	25,806	33,534	23,466	20,791	20,791
<b>Total Services</b>		<b>397,041</b>	<b>495,961</b>	<b>551,347</b>	<b>552,001</b>	<b>628,483</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 519,612</b>	<b>\$ 564,579</b>	<b>\$ 644,317</b>	<b>\$ 693,101</b>	<b>\$ 717,330</b>

**DEPARTMENT:** Fire (11)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jay Wittwer

**DIVISION:** Fire Prev. & Investigation  
**FUND NUMBER:** 000  
**POSITION:** Fire Chief

**Description**

The mission of the Fire Department includes fire prevention. In fact, a substantial amount of time is required from training and suppression in order to make a fire prevention program work. The Fire Prevention Bureau is responsible for enforcing the provisions of the City ordinances and International Fire Code, which is accomplished through commercial occupancy surveys, administration of Fire Department permits, investigation of fires, code enforcement and accountability for these activities. Another important goal is education of the public and business owners in order to prevent fires and safety emergencies from occurring.

**Expenditure Summary**

<i>Fire - Prevention &amp; Investigation</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20	
			2018						
Salaries & Wages	\$ 624,103	\$ 653,948	\$ 650,483	\$ 629,927	\$ 609,705	\$ 626,804	-3.21%	2.80%	
Personnel Benefits	152,860	161,634	167,980	173,866	167,705	175,453	-3.54%	4.62%	
Supplies	14,243	10,006	13,613	12,000	12,000	12,000	0.00%	0.00%	
Services	35,262	39,105	35,464	38,087	45,243	45,011	18.79%	-0.51%	
<b>Expenditure Total</b>	<b>\$ 826,468</b>	<b>\$ 864,692</b>	<b>\$ 867,539</b>	<b>\$ 853,880</b>	<b>\$ 834,653</b>	<b>\$ 859,268</b>	<b>-2.25%</b>	<b>2.95%</b>	

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Fire - Prevention &amp; Investigation</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Fire Battalion Chief	1	1	\$ 140,594	\$ 34,703	1	\$ 144,109	\$ 36,445
Fire Captain	2	2	246,119	65,271	2	252,272	68,606
Fire Project Coordinator	1	1	99,001	39,987	1	100,920	41,494
Admin Support Technician	1	1	62,849	21,684	1	64,361	22,452
Overtime			61,143	6,059		65,143	6,456
<b>Prevention Total</b>	<b>5</b>	<b>5</b>	<b>\$ 609,705</b>	<b>\$ 167,704</b>	<b>5</b>	<b>\$ 626,804</b>	<b>\$ 175,453</b>

**Expenditure Detail - Supplies and Services**

Supplies include operating supplies for fire investigation activities. Services include equipment replacement and O&M charges, registration, training, subscriptions, and travel, among others.

<b>Fire - Prevention &amp; Investigation</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.11.522.300.31.00 Supplies - Office & Operating	\$ 541	\$ 1,597	\$ -	\$ -	\$ -	\$ -
000.11.522.300.31.01 Supplies - Operating	13,702	8,408	13,613	12,000	12,000	12,000
<b>Total Supplies</b>	<b>14,243</b>	<b>10,006</b>	<b>13,613</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
000.11.522.300.41.00 Prof Svcs - Convert plans to CD storage	739	-	-	5,000	5,000	5,000
000.11.522.300.42.00 Communication - Telecom services	1,461	2,432	1,080	-	-	-
000.11.522.300.43.00 Travel - Lodging, mileage, meals for fire prevention/investigation classes	721	2,260	1,055	1,500	1,500	1,500
000.11.522.300.45.00 Equipment Rental -	2,669	3,731	1,753	-	-	-
000.11.522.300.45.95 Rental-Equipment Rental O & M	25,760	21,674	24,587	24,587	31,743	31,511
000.11.522.300.48.00 R&M - Annual maintenance	84	330	-	-	-	-
000.11.522.300.49.00 Misc - Registrations for classes, subscriptions, memberships	2,354	6,747	6,163	6,000	6,000	6,000
000.11.522.300.49.08 Misc - PPI credit card fees	1,474	1,931	825	1,000	1,000	1,000
<b>Total Services</b>	<b>35,262</b>	<b>39,105</b>	<b>35,464</b>	<b>38,087</b>	<b>45,243</b>	<b>45,011</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 49,505</b>	<b>\$ 49,110</b>	<b>\$ 49,076</b>	<b>\$ 50,087</b>	<b>\$ 57,243</b>	<b>\$ 57,011</b>

**DEPARTMENT:** Fire (11)  
**FUND:** General  
**Responsible Manager:** Jay Wittwer

**DIVISION:** Training  
**FUND NUMBER:** 000  
**Position:** Fire Chief

**Description**

The Training Division team serves to provide training for all phases of the fire department as well as special training such as urban rescue and hazardous materials. The Training Division also serves as a quality control for college classes, Washington State Fire Service education programs and King County Emergency Medical Services.

Training is received in many ways: regularly scheduled drill, independent study, fire prevention inspections, pre-fire planning and during emergency operations.

Training is now recognized as the number one priority for the career firefighter. New and exotic chemicals are creating ever-changing hazards for the firefighter and knowledge is the key to survival. EMS skills are constantly being upgraded and the progressive department must keep abreast of the new developments.

The Tukwila Fire Department Training Division is also responsible for the safety of all divisions within the fire department. This can only be accomplished through training in the latest techniques and information available.

**Expenditure Summary**

<i>Fire - Training</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ 247,653	\$ 291,479	\$ 252,197	\$ 258,187	\$ 263,642	\$ 269,763	2.11%	2.32%	
Personnel Benefits	61,731	53,584	53,038	71,346	55,982	58,761	-21.53%	4.96%	
Supplies	3,872	4,647	2,820	8,500	8,500	8,500	0.00%	0.00%	
Services	65,984	93,953	119,877	128,654	111,658	113,600	-13.21%	1.74%	
<b>Expenditure Total</b>	<b>\$ 379,240</b>	<b>\$ 443,663</b>	<b>\$ 427,933</b>	<b>\$ 466,687</b>	<b>\$ 439,782</b>	<b>\$ 450,624</b>	<b>-5.77%</b>	<b>2.47%</b>	

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Fire - Training</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Fire Captain	2	2	\$ 244,829	\$ 54,118	2	\$ 250,950	\$ 56,897
Overtime			18,813	1,864		18,813	1,864
<b>Training Total</b>	<b>2</b>	<b>2</b>	<b>\$ 263,642</b>	<b>\$ 55,983</b>	<b>2</b>	<b>\$ 269,763</b>	<b>\$ 58,762</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies include miscellaneous training and operating supplies; services include instructor fees, travel, equipment replacement and O&M charges, membership, and registrations, among others.

<b>Fire - Training</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
000.11.522.410.31.00	Supplies - Office & Operating	\$ 286	\$ 120	\$ 258	\$ -	\$ -	\$ -
000.11.522.410.31.01	Supplies - Operating	1,829	3,387	337	5,500	5,500	5,500
000.11.522.410.31.44	Supplies - Training	1,757	1,140	2,225	3,000	3,000	3,000
<b>Total Supplies</b>		<b>3,872</b>	<b>4,647</b>	<b>2,820</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>
000.11.522.410.41.00	Prof Svcs - CBT instructor fees, Outside training instructors, emergency vehicle driving cert., other prof. svcs	2,800	4,200	4,300	4,500	4,500	4,500
000.11.522.410.42.00	Communication - Telecom services	960	747	240	-	-	-
000.11.522.410.43.00	Travel - Lodging, mileage, and meals for training division classes	9,420	8,611	4,509	2,000	2,000	2,000
000.11.522.410.45.95	Rental-Equipment Rental O & M	11,447	8,685	17,154	17,154	10,158	12,100
000.11.522.410.49.00	Misc - Tuition, registrations, memberships, ham radio testing	37,666	62,265	84,218	90,000	80,000	80,000
000.11.522.410.49.44	Misc - Education training - contract	3,690	9,446	9,456	15,000	15,000	15,000
<b>Total Services</b>		<b>65,984</b>	<b>93,953</b>	<b>119,877</b>	<b>128,654</b>	<b>111,658</b>	<b>113,600</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 69,856</b>	<b>\$ 98,600</b>	<b>\$ 122,698</b>	<b>\$ 137,154</b>	<b>\$ 120,158</b>	<b>\$ 122,100</b>

**DEPARTMENT:** Fire (11)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jay Wittwer

**DIVISION:** Facilities  
**FUND NUMBER:** 000  
**POSITION:** Fire Chief

**Description**

Facilities is the operation, maintenance, and utilities of the four stations owned by the City of Tukwila. The purpose of the Facilities budget is to provide a cost accounting for the maintenance, upkeep, and utilities used by the four fire stations.

**Expenditure Summary**

<i>Fire - Facilities</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Supplies	\$ 13,695	\$ 14,173	\$ 19,781	\$ 28,500	\$ 28,500	\$ 28,500	0.00%	0.00%
Services	78,696	86,176	96,040	82,360	82,360	82,360	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$ 92,391</b>	<b>\$ 100,349</b>	<b>\$ 115,821</b>	<b>\$ 110,860</b>	<b>\$ 110,860</b>	<b>\$ 110,860</b>	<b>0.00%</b>	<b>0.00%</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies include miscellaneous station supplies; services consist of utilities for each of the stations.

<b>Fire - Facilities</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
000.11.522.500.31.00	Supplies - Office & Operating all stations	\$ 8,953	\$ 14,173	\$ 19,781	\$ 28,500	\$ 28,500	\$ 28,500
000.11.522.500.31.01	Supplies - Station 51	4,741	-	-	-	-	-
<b>Total Supplies</b>		<b>13,695</b>	<b>14,173</b>	<b>19,781</b>	<b>28,500</b>	<b>28,500</b>	<b>28,500</b>
000.11.522.500.42.01	Communication - Station 51 telephone and alarm service	294	315	1,438	2,000	2,000	2,000
000.11.522.500.42.02	Communication - Station 52 telephone and alarm service	434	582	791	1,000	1,000	1,000
000.11.522.500.42.03	Communication - Station 53 telephone and alarm service	754	611	811	1,000	1,000	1,000
000.11.522.500.42.04	Communication - Station 54 telephone and alarm service	711	830	5,536	5,000	5,000	5,000
000.11.522.500.47.01	Public Utility - Station 51 electricity	20,549	20,554	25,000	22,200	22,200	22,200
000.11.522.500.47.02	Public Utility - Station 52 electricity	1,446	2,365	1,315	6,000	6,000	6,000
000.11.522.500.47.03	Public Utility - Station 51 water, sewer, and surface water	14,691	14,978	14,639	7,300	7,300	7,300
000.11.522.500.47.04	Public Utility - Station 52 water, sewer, and surface water	3,979	3,832	4,260	3,550	3,550	3,550
000.11.522.500.47.07	Public Utility - Station 51 natural gas	5,100	6,970	6,921	7,100	7,100	7,100
000.11.522.500.47.08	Public Utility - Station 52 natural gas	5,521	5,979	5,526	3,000	3,000	3,000
000.11.522.500.47.09	Public Utility - Station 53 electricity	5,948	7,899	6,702	4,100	4,100	4,100
000.11.522.500.47.11	Public Utility - Station 53 natural gas	2,811	3,569	4,721	4,560	4,560	4,560
000.11.522.500.47.12	Public Utility - Station 54 water, sewer, and surface water	3,414	3,581	3,260	3,000	3,000	3,000
000.11.522.500.47.14	Public Utility - Station 54 electricity	4,609	5,604	5,442	4,000	4,000	4,000
000.11.522.500.47.15	Public Utility - Station 54 natural gas	2,545	3,226	4,343	4,500	4,500	4,500
000.11.522.500.47.16	Public Utility - Station 53 water, sewer, and surface water	5,314	5,537	5,334	4,050	4,050	4,050
000.11.522.500.48.01	R&M - Station 51	-	(257)	-	-	-	-
000.11.522.500.49.00	Misc - Alarm services	579	-	-	-	-	-
<b>Total Services</b>		<b>78,696</b>	<b>86,176</b>	<b>96,040</b>	<b>82,360</b>	<b>82,360</b>	<b>82,360</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 92,391</b>	<b>\$ 100,349</b>	<b>\$ 115,821</b>	<b>\$ 110,860</b>	<b>\$ 110,860</b>	<b>\$ 110,860</b>

**DEPARTMENT:** Fire (11)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jay Wittwer

**DIVISION:** Special Operations  
**FUND NUMBER:** 000  
**POSITION:** Fire Chief

**Description**

The Special Operations Division of the Tukwila Fire Department consists of two teams—the Hazardous Materials Team and the Specialized Rescue Team. Each team has separate responsibilities and training.

The purpose of the Hazardous Materials Team is to respond to and mitigate hazardous materials incidents within the City of Tukwila. These incidents include, but are not limited to, chemical releases, fuel spills, illegal drug laboratories, or environmental emergencies related to civil disobedience or terrorism. Hazardous Materials Team members are responsible for developing and delivering Operations Level lessons and training in the aforementioned areas of Hazmat responsibility.

The purpose of the Rescue Team is to respond to and mitigate incidents requiring specialized rescue. Special Rescue incidents include, but are not limited to, high angle rope rescue, confined space rescue, trench rescue, structural collapse, and water rescue especially in the Green River. Increased training and new equipment additions are essential to the ever-increasing hazardous situations facing the City.

**Expenditure Summary**

<i>Fire - Special Operations</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Supplies	\$ -	\$ 9,904	\$ 11,085	\$ 8,000	\$ 6,000	\$ 6,000	-25.00%	0.00%	
Services	29,038	18,749	50,029	45,581	36,291	36,224	-20.38%	-0.18%	
<b>Expenditure Total</b>	<b>\$ 29,038</b>	<b>\$ 28,653</b>	<b>\$ 61,114</b>	<b>\$ 53,581</b>	<b>\$ 42,291</b>	<b>\$ 42,224</b>	<b>-21.07%</b>	<b>-0.16%</b>	

**Expenditure Detail – Supplies, Services and Other**

Supplies include miscellaneous office and operating as well as small tools and equipment specific to special operations. Services include participation in annual recycling event, equipment replacement and O&M charges, training, travel, and repairs and maintenance, among others.

<b>Fire - Special Operations</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
000.11.522.201.31.00	Supplies - Office & Operating	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -	\$ -
000.11.522.202.31.00	Supplies - Office & Operating	-	9,904	8,085	5,000	5,000	5,000
000.11.522.202.35.00	Small Tools & Minor Equipment	-	-	1,000	1,000	1,000	1,000
<b>Total Supplies</b>		<b>-</b>	<b>9,904</b>	<b>11,085</b>	<b>8,000</b>	<b>6,000</b>	<b>6,000</b>
000.11.522.201.41.01	Prof Svcs - Annual recycling event	17,760	9,947	29,947	20,000	20,000	20,000
000.11.522.201.45.95	Rental-Equipment Rental O & M	10,100	8,802	18,331	18,331	9,041	8,974
000.11.522.201.48.00	R&M - Calibration of hazmat testing equipment, level A suit repair	1,178	-	-	-	-	-
000.11.522.202.43.00	Travel - Lodging, meals, and mileage for rescue team related training courses	-	-	1,250	1,250	1,250	1,250
000.11.522.202.48.00	R&M - Rescue boat repairs, rescue tools maint., air monitoring equip. calibration	-	-	500	500	500	500
000.11.522.202.49.00	Misc - Registration/tuition for specialized rescue related training classes	-	-	-	5,500	5,500	5,500
<b>Total Services</b>		<b>29,038</b>	<b>18,749</b>	<b>50,029</b>	<b>45,581</b>	<b>36,291</b>	<b>36,224</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 29,038</b>	<b>\$ 28,653</b>	<b>\$ 61,114</b>	<b>\$ 53,581</b>	<b>\$ 42,291</b>	<b>\$ 42,224</b>

**DEPARTMENT:** Fire (11)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jay Wittwer

**DIVISION:** Emergency Management  
**FUND NUMBER:** 000  
**POSITION:** Fire Chief

**Description**

This division establishes a solid foundation for emergency management in the City of Tukwila.

**Expenditure Summary**

<i>Fire - Emergency Management</i>									
Expenditures	Actual			Budget			Percent Change		
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20	
Salaries & Wages	\$ 256,665	\$ 256,647	\$ 240,049	\$ 237,598	\$ 243,575	\$ 249,410	2.52%	2.40%	
Personnel Benefits	63,711	64,526	66,299	69,334	70,242	72,957	1.31%	3.86%	
Supplies	38,680	6,863	24,858	36,268	96,268	96,268	165.44%	0.00%	
Services	21,350	13,140	25,784	22,171	21,062	20,915	-5.00%	-0.70%	
<b>Expenditure Total</b>	<b>\$ 380,406</b>	<b>\$ 341,177</b>	<b>\$ 356,990</b>	<b>\$ 365,371</b>	<b>\$ 431,147</b>	<b>\$ 439,549</b>	<b>18.00%</b>	<b>1.95%</b>	

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Fire - Emergency Management</i>							
Position	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Fire Battalion Chief	1	1	\$ 142,668	\$ 32,896	1	\$ 146,234	\$ 34,244
CERT Trainer	1	1	91,501	36,414	1	93,769	37,780
Overtime			9,406	932		9,406	932
<b>Emergency Mgmt Total</b>	<b>2</b>	<b>2</b>	<b>\$ 243,575</b>	<b>\$ 70,242</b>	<b>2</b>	<b>\$ 249,410</b>	<b>\$ 72,956</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies include supplies and small tools utilized for emergency management operations; services include equipment rental and repair among other items.

<i>Fire - Emergency Management</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.11.525.600.31.00 Supplies - Office & Operating	\$ 36,768	\$ 6,863	\$ 6,590	\$ 12,000	\$ 22,000	\$ 22,000
000.11.525.600.35.00 Small Tools & Minor Equipment	1,912	-	18,268	24,268	74,268	74,268
<b>Total Supplies</b>	<b>38,680</b>	<b>6,863</b>	<b>24,858</b>	<b>36,268</b>	<b>96,268</b>	<b>96,268</b>
000.11.525.600.41.00 Prof Svcs - Undergrounding	37	-	655	-	-	-
000.11.525.600.42.00 Communication - INET and Nextel at EOC Station 45	7,933	8,254	3,328	-	-	-
000.11.525.600.43.00 Travel - Parking, mileage, etc	639	14	285	-	-	-
000.11.525.600.45.94 Rental-Equipment Replacement Fund	566	-	-	-	-	-
000.11.525.600.45.95 Rental-Equipment Rental O & M	4,263	4,303	17,171	17,171	20,062	19,915
000.11.525.600.48.00 R&M - Fire equipment	272	-	-	-	-	-
000.11.525.600.49.00 Misc - Other	7,640	570	4,346	5,000	1,000	1,000
<b>Total Services</b>	<b>21,350</b>	<b>13,140</b>	<b>25,784</b>	<b>22,171</b>	<b>21,062</b>	<b>20,915</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 60,030</b>	<b>\$ 20,004</b>	<b>\$ 50,642</b>	<b>\$ 58,439</b>	<b>\$ 117,330</b>	<b>\$ 117,183</b>

**DEPARTMENT:** Fire (11)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Jay Wittwer

**DIVISION:** Ambulance, Rescue & Aid  
**FUND NUMBER:** 000  
**POSITION:** Fire Chief

**Description**

The purpose of the Fire/Ambulance, Rescue and Emergency Aid division of the Fire Department is to provide basic and advanced life support to the citizens and general public of Tukwila as well as within our mutual aid response areas. Ambulance service is provided on a limited basis as outlined in Fire Department Standard Operating Procedure. Current service levels include 100% of fire fighters trained as E.M.T.'s and defibrillation technicians, and one aid car, three engines, one ladder truck, and one battalion rig with emergency care capabilities.

**Expenditure Summary**

<i>Fire - Ambulance, Resuce &amp; Aid</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Supplies	\$ 46,172	\$ 28,748	\$ 30,777	\$ 26,500	\$ 26,500	\$ 26,500	0.00%	0.00%
Services	200,102	211,730	226,964	232,795	238,649	241,821	2.51%	1.33%
<b>Expenditure Total</b>	<b>\$ 246,274</b>	<b>\$ 240,478</b>	<b>\$ 257,741</b>	<b>\$ 259,295</b>	<b>\$ 265,149</b>	<b>\$ 268,321</b>	<b>2.26%</b>	<b>1.20%</b>

**Expenditure Detail - Supplies and Services**

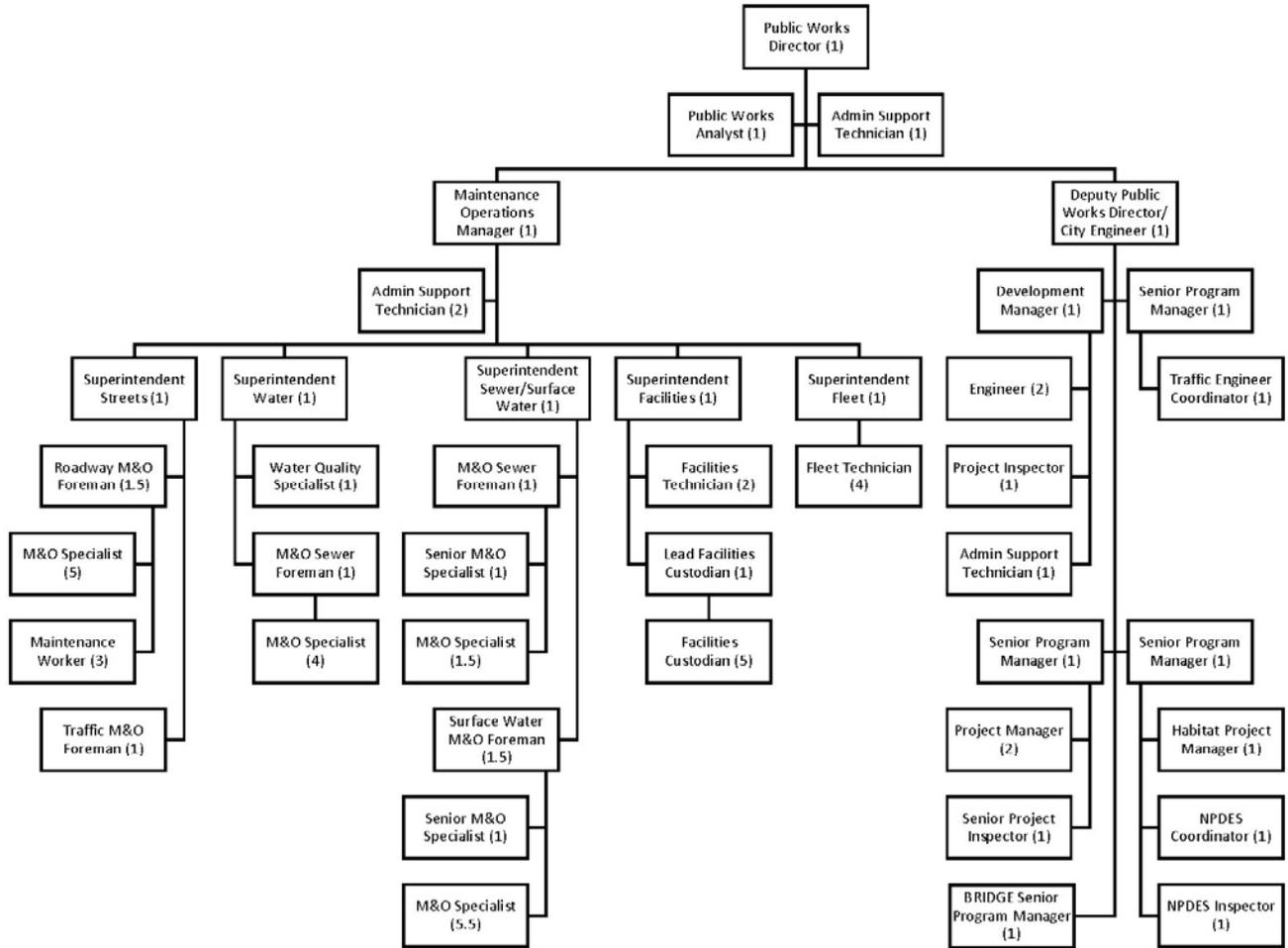
Supplies include miscellaneous operating supplies; services include equipment O&M and equipment maintenance. Intergovernmental includes dispatch services.

<i>Fire - Ambulance, Rescue &amp; Aid</i>								
Account Number	Actual			Budget				
	2016	2017	Projected 2018	2018	2019	2020		
000.11.522.208.31.00 Supplies - Office & Operating	\$ 14,385	\$ 208	\$ 411	\$ -	\$ -	\$ -		
000.11.522.208.31.01 Supplies - Operating	31,787	28,540	30,366	26,500	26,500	26,500		
<b>Total Supplies</b>	<b>46,172</b>	<b>28,748</b>	<b>30,777</b>	<b>26,500</b>	<b>26,500</b>	<b>26,500</b>		
000.11.522.208.41.00 Professional Services	-	621	274	-	-	-		
000.11.522.208.45.95 Rental-Equipment Rental O & M	9,113	11,090	15,750	15,750	22,063	18,876		
000.11.522.208.48.00 R&M - Defibrillators, backboards, blood pressure cuff calibration	-	-	1,000	1,000	1,000	1,000		
<b>Total Services</b>	<b>9,113</b>	<b>11,711</b>	<b>17,024</b>	<b>16,750</b>	<b>23,063</b>	<b>19,876</b>		
000.11.522.230.41.01 Intergovt - Fire suppression Valley Comm	90,401	94,686	96,502	95,060	95,060	95,060		
000.11.522.230.41.02 Intergovt - Rescue/Emergency Aid - Valley Comm	100,588	105,333	113,438	120,985	120,526	126,885		
<b>Total Intergovernmental</b>	<b>190,989</b>	<b>200,019</b>	<b>209,940</b>	<b>216,045</b>	<b>215,586</b>	<b>221,945</b>		
<b>Total Supplies, Services and Other</b>	<b>\$ 246,274</b>	<b>\$ 240,478</b>	<b>\$ 257,741</b>	<b>\$ 259,295</b>	<b>\$ 265,149</b>	<b>\$ 268,321</b>		



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# Public Works



**DEPARTMENT:** Public Works (13)

**FUND:** General

**RESPONSIBLE MANAGER:** Henry Hash

**FUND NUMBER:** 000

**POSITION:** Public Works Director

### Description

The function of the Public Works Department is to preserve, enhance, and promote Tukwila's quality of life and public safety through the construction and operation of reliable and sustainable infrastructure services necessary to meet the demands of our growing and diverse community.

### 2017-2018 Accomplishments

- ◆ Completed Cascade View Safe Routes to School Phase II project. **Strategic Goal 1.**
- ◆ Finished design of 53rd Ave S Improvements and started construction. **Strategic Goal 1.**
- ◆ Finished design of 42nd Ave S Phase III and started construction. **Strategic Goal 1.**
- ◆ Completed construction of the TUC Pedestrian/Bicycle Bridge. **Strategic Goal 3.**
- ◆ Completed construction of the Baker Blvd Non-Motorized Project. **Strategic Goal 3.**
- ◆ Completed construction of the Major Maintenance on 3 Bridges Project. **Strategic Goal 3.**
- ◆ Completed construction of the S 144th St Phase II Project. **Strategic Goal 1.**
- ◆ Finished design of Boeing Access Rd Bridge Rehab and started construction. **Strategic Goal 3.**
- ◆ Began design of the Strander Boulevard Extension Phase 3 Project. **Strategic Goal 1.**
- ◆ Cleaned Tukwila International Blvd streetscape at higher frequency. **Strategic Goal 1.**
- ◆ Completed additional segments of the CBD Sewer Rehabilitation Project. **Strategic Goal 1. Utility Comp Plan Goal 12.1.**

### 2019-2020 Outcome Goals

- ◆ Improve pedestrian safety. **Strategic Goal 1.**
- ◆ Improve City Facilities to enhance public safety and efficiencies. **Strategic Goal 4.**
- ◆ Improve customer service. **Strategic Goal 4.**

### 2019-2020 Indicators of Success

- ◆ Finish design and continue to explore funding for Strander Blvd Extension Phase 3. **Strategic Goal 3.**
- ◆ Complete construction of Boeing Access Rd Bridge Rehabilitation. **Strategic Goal 3.**
- ◆ Complete construction of Boeing Access Rd Bridge over Airport Way. **Strategic Goal 3.**
- ◆ Complete construction of 53rd Ave S Improvements. **Strategic Goal 1.**
- ◆ Complete construction of 42nd Ave S Phase III Improvements. **Strategic Goal 1.**

### 2019-2020 Performance Measures

- ◆ Improve development permit review and approval process.
- ◆ Improve operations and maintenance task prioritization, tracking, and reporting.
- ◆ Improve engineering contracting process for capital projects.
- ◆ Maximize efficiency of enterprise fund utilities.
- ◆ Improve internal service work order tracking and reporting.

**Performance Measures**

<b>Public Works - Facility Maintenance</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Projection</b>	<b>2020 Projection</b>
<b>Inventory</b>					
Number of City facilities	42	42	42	42	45
Number of City employees	345	346	348	348	348
Amount of square footage for all City facilities	251,733	251,733	251,733	251,733	382,264
Amount of square footage covered by City custodial svces	149,957	149,957	149,957	149,957	242,257

<b>Public Works - Street Maintenance</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Projection</b>	<b>2020 Projection</b>
<b>Traffic Signals &amp; Signs</b>					
% of City-owned streetlights repaired within 72 hours. For Seattle City Light/Puget	80%	80%	80%	80%	80%
% of all traffic signal problems corrected within 24 hours	100%	100%	99%	100%	100%
Number of signalized intersections	68	68	72	72	74
Hours maintaining all City-owned traffic signals:	7,500	7,500	8,000	8,000	8,500
Number of traffic signal emergency calls	30	40	40	40	45
Evaluate reflectivity of all signs once a year	75%	75%	75%	75%	75%
Number of signs maintained	4,325	4,350	4,420	4,450	4,500
% of potholes repaired within 96 hours of notice	100%	100%	100%	100%	100%
Amount of hours spent on graffiti removal (annual)	1,050	2,000	2,000	2,400	2,400
<b>City street cleaning:</b>					
% of Residential streets twice a year.	100%	100%	100%	100%	100%
% of Arterial residential and commercial/industrial roads swept three times a year.	100%	100%	100%	100%	100%
% of Arterial commercial/industrial roads swept four times a year.	100%	100%	100%	100%	100%
<b>Inventory</b>					
Number of Residential lane miles	90	90	90	90	90
Number of Commercial lane miles	127	127	127	127	127
Sidewalks (miles)	72	72	72	72	72

**Budget Changes Discussion**

**Salaries & Benefits** COLA increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement. The City Engineer is now a Deputy Public Works Director/City Engineer. The Water/Sewer Senior Program Manager is now the Development Manager with a salary breakdown with 20% Development (000.13), 40% Water (401), and 40% Sewer (402 Fund).

**Services** Additionally, utility accounts were increased to reflect proposed rate increases.

**Capital** No capital purchases are scheduled for 2019/2020.

**Expenditure Summary**

<i>Public Works Department</i>								
Expenditures By Program	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Administration	\$ 549,693	\$ 417,760	\$ 430,707	\$ 462,586	\$ 481,073	\$ 492,183	4.00%	2.31%
Maintenance Administration	377,114	383,299	330,804	405,203	391,027	406,641	-3.50%	3.99%
Engineering	562,204	433,266	414,047	660,377	654,829	677,040	-0.84%	3.39%
Development Services	466,017	499,075	468,048	501,197	531,329	544,986	6.01%	2.57%
Facility Maintenance	1,731,284	1,845,062	1,819,787	1,846,684	1,890,354	1,907,008	2.36%	0.88%
Street Maintenance	2,897,968	3,037,318	3,013,921	3,149,643	3,354,733	3,248,710	6.51%	-3.16%
<b>Department Total</b>	<b>\$ 6,584,280</b>	<b>\$ 6,615,781</b>	<b>\$ 6,477,313</b>	<b>\$ 7,025,690</b>	<b>\$ 7,303,346</b>	<b>\$ 7,276,569</b>	<b>3.95%</b>	<b>-0.37%</b>

<i>Public Works Department</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 2,732,877	\$ 2,611,012	\$ 2,474,280	\$ 2,834,174	\$ 2,924,726	\$ 3,013,501	3.20%	3.04%
Personnel Benefits	1,086,456	1,107,815	1,195,240	1,246,038	1,315,000	1,366,814	5.53%	3.94%
Supplies	369,506	347,309	295,098	425,700	311,100	314,125	-26.92%	0.97%
Services	2,377,459	2,531,440	2,512,696	2,519,778	2,752,519	2,582,129	9.24%	-6.19%
Intergovt. Svcs & Taxes	10	10	-	-	-	-	0.00%	0.00%
Capital Outlays	17,972	18,195	-	-	-	-	0.00%	0.00%
<b>Department Total</b>	<b>\$ 6,584,280</b>	<b>\$ 6,615,781</b>	<b>\$ 6,477,313</b>	<b>\$ 7,025,690</b>	<b>\$ 7,303,346</b>	<b>\$ 7,276,569</b>	<b>3.95%</b>	<b>-0.37%</b>

**Department Detail**

**Staffing and Expenditure by Program – Public Works**

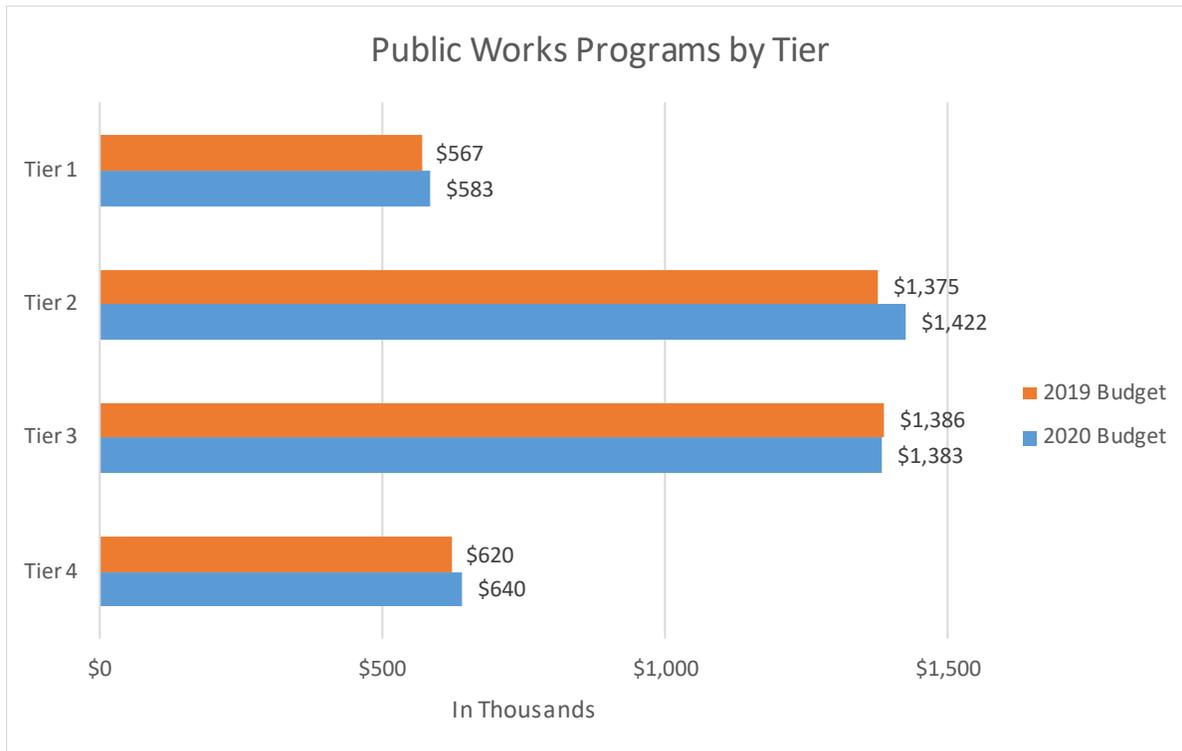
PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Utilities/Alarm/Insurance/PMs	0.15	660,190	16.7%	641,266	15.9%	(2.87%)
Facility Cleaning/Custodians	5.40	592,203	15.0%	611,361	15.2%	3.2%
Permits	4.35	567,132	14.4%	582,705	14.5%	2.7%
CIP/Budget Administration	3.70	565,248	14.3%	582,106	14.5%	3.0%
Facility Improvements	2.50	515,310	13.1%	526,479	13.1%	2.2%
PW Contracts/Claims/Invoices	2.70	319,406	8.1%	329,143	8.2%	3.0%
Customer Service Response	0.85	110,717	2.8%	115,140	2.9%	4.0%
General PW Administration	1.00	213,497	5.4%	222,369	5.5%	4.2%
Regional Issues	0.55	102,136	2.6%	106,522	2.6%	4.3%
City Clerk Record Center	0.00	100,000	2.5%	100,000	2.5%	-
TCC Rental Setup/Breakdown/Damage	0.85	82,009	2.1%	84,977	2.1%	3.6%
Cleaning Park Restrooms	0.55	50,469	1.3%	52,119	1.3%	3.3%
Council Chamber Setup	0.30	27,748	0.7%	28,750	0.7%	3.6%
Emergency Preparedness	0.15	27,120	0.7%	28,471	0.7%	5.0%
Code Enforcement/Police Bldg Support	0.15	15,426	0.4%	16,450	0.4%	6.6%
<b>PROGRAM TOTALS</b>	<b>23.20</b>	<b>3,948,612</b>	<b>100%</b>	<b>4,027,858</b>	<b>100%</b>	<b>2.0%</b>

*\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget.*

*Therefore, no historical data is available.*

**Programs by Tier – Public Works**

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Public Works fall into all four tiers with 14% of the budget allocated to Tier 1.



**Program Descriptions – Public Works**

Utilities/Alarm/Insurance/PMs: Fixed fees for Utilities, alarm charges, insurance, PMs

Facility Cleaning/Custodians: Custodians & supplies and 25% Administrative Support Specialist

Permits: Private Development

CIP/Budget Administration: Capital Improvement Program Tracking and Budget

Facility Improvements: 3 FTEs & facility repairs and 25% Administrative Support Specialist

Public Works Contracts/Claims/Invoices: Public Works Contracts through Committee and Council approval along with claims

Customer Service and Response: Research and response to See Click Fix's Tukwila Works

General Public Works Administration: Overall PW Supervision

Regional Issues: Regional Transportation, Water, Sewer etc.

City Clerk Record Center: Rental for City Clerk Records Center

Tukwila Community Center Rental Setup/Breakdown/Damage: TCC

Cleaning Park Restrooms: Custodians clean 5 park restrooms

Council Chamber Setup: Council setup for court/meetings

Emergency Preparedness: Emergency Preparedness

Code Enforcement/Police Building Support: Boarding up private residences for code enforcement/Police

**Staffing and Expenditure by Program – Street Maintenance**

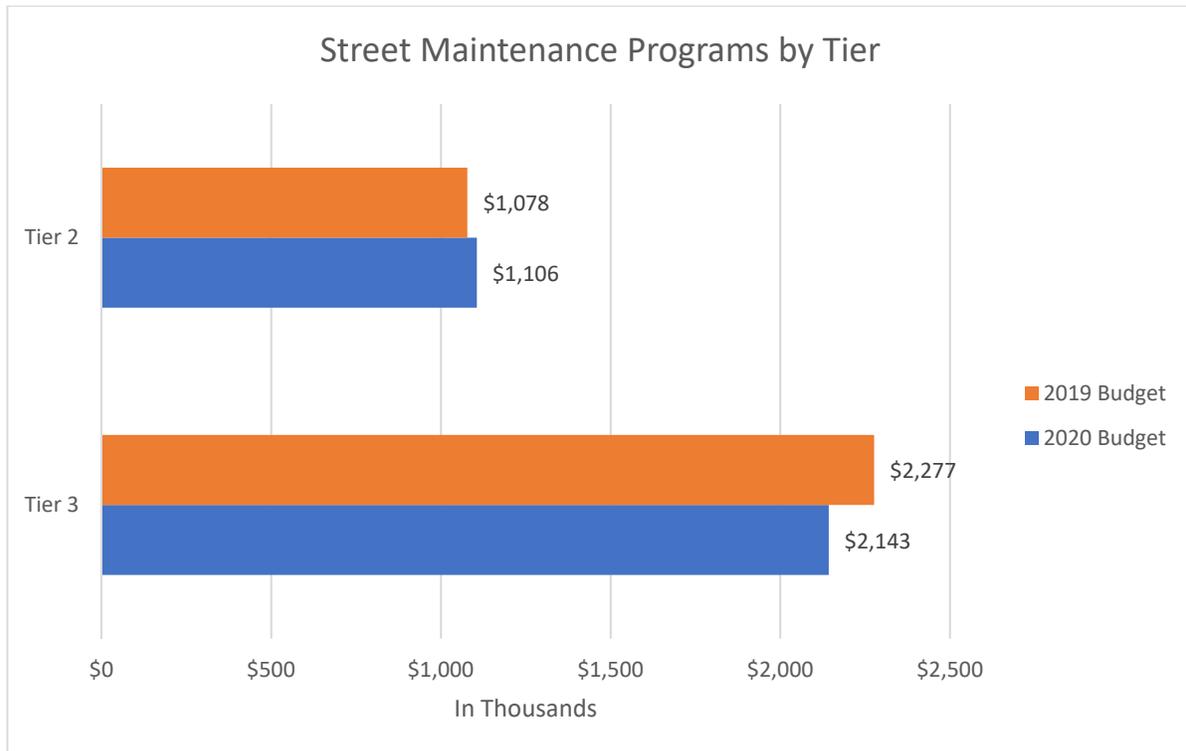
PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Utilities/Surface Water	0.00	1,175,000	35.0%	1,216,000	37.4%	3.5%
Road & Street Admin	0.30	577,893	17.2%	391,082	12.0%	(32.33%)
Traffic Control Devices	1.60	293,981	8.8%	302,539	9.3%	2.9%
Transportation	1.80	241,954	7.2%	247,946	7.6%	2.5%
Street Cleaning	1.60	203,505	6.1%	209,060	6.4%	2.7%
Tukwila Int'l Blvd Bus Stop/Streetscape	1.70	195,212	5.8%	197,263	6.1%	1.1%
Customer Service and Response	1.30	149,422	4.5%	153,939	4.7%	3.0%
Streetscapes/Median Landscaping	0.95	132,437	3.9%	136,752	4.2%	3.3%
Street Lighting	0.70	104,944	3.1%	107,388	3.3%	2.3%
Snow & Ice Control	0.60	78,787	2.3%	80,885	2.5%	2.7%
Video & Fiber	0.25	61,184	1.8%	62,072	1.9%	1.5%
Minor Structural Repairs	0.5	47,163	1.4%	47,553	1.5%	0.8%
Sidewalks	0.5	46,652	1.4%	48,437	1.5%	3.8%
Streets Administration	0.30	46,601	1.4%	47,797	1.5%	2.6%
<b>PROGRAM TOTALS</b>	<b>12.00</b>	<b>3,354,733</b>	<b>100%</b>	<b>3,248,711</b>	<b>100%</b>	<b>(3.16%)</b>

*\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget.*

*Therefore, no historical data is available.*

**Programs by Tier – Street Maintenance**

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Street Maintenance fall into Tiers 2 and 3 with 34% of the budget allocated to Tier 2.



**Program Descriptions – Street Maintenance**

Utilities/Surface Water: Surface Water, Electricity, Gas

Road and Street Administration: Training, Insurance, Fleet replacement

Traffic Control Devices: Traffic Signals, Signage, & buttons

Transportation: Roadside Cleanup, asphalt & shoulder repairs

Street Cleaning: Sweeping, tree removal, etc.

Tukwila International Boulevard Bus Stop/Streetscape: Tukwila Int’l Blvd cleanup and maintenance

Customer Service and Response: Citywide response to complaints

Streetscapes/Median Landscaping: Street landscaping

Street Lighting: Repair of metal street light poles

Snow and Ice Control: Snow removal & salt brine

Video and Fiber: Video machinery and conduit repair, maintenance

Minor Structural Repairs: Any minor structural repairs, graffiti removal on structures

Sidewalks: Sidewalk repair, tree root fixes

Streets Administration: Administrative

**Expenditure Detail - Salaries & Benefits**

Salaries are based on contractual costs for existing positions and include a cost of living adjustment per contractual agreements.

<b>Public Works Department</b>							
<b>Position Description</b>	<b>2018</b>	<b>2019</b>	<b>2019 Budgeted</b>		<b>2020</b>	<b>2020 Budgeted</b>	
	<b>FTE</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>
Public Works Director	1	1	\$ 163,059	\$ 49,738	1	\$ 166,584	\$ 51,128
Maintenance Operations Manager	1	1	116,095	42,508	1	123,672	45,137
Development Manager	0	0.2	28,304	9,074	0.2	28,858	9,320
Engineer - Development	2	2	210,687	78,341	2	215,195	81,077
Project Inspector	1	1	65,068	37,597	1	66,360	39,200
Deputy Public Works Dir./City Engineer	1	1	115,967	55,027	1	124,802	58,087
Senior Program Manager	1	1	124,902	51,344	1	127,368	53,158
Senior Project Inspector	1	1	86,789	37,412	1	89,057	38,985
Traffic Engineering Coordinator	1	1	99,169	47,658	1	101,208	49,571
Public Works Analyst	1	1	106,863	39,666	1	108,960	41,014
Admin Support Technician	2	2	123,833	60,344	2	126,857	62,753
Admin Support Specialist	2	2	132,191	77,432	2	135,828	80,733
Facilities Ops Technician	1	1	76,331	26,510	1	77,784	27,467
Facilities Maint Technician	1	1	66,611	40,812	1	70,668	43,132
Lead Facilities Custodian	1	1	74,431	26,121	1	79,728	27,875
Facilities Custodian	5	5	311,093	143,324	5	318,035	149,355
Maint & Ops Superintendent	2	2	210,976	97,967	2	215,088	101,803
Maint & Ops Foreman	1.5	2.5	214,698	108,969	2.5	219,144	108,417
Traffic Operations Foreman	1	0	-	-	0	-	-
Maint & Ops Specialist	5	5	360,272	171,396	5	374,440	179,820
Maintenance Worker	3	3	168,388	101,323	3	174,865	106,342
Extra Labor			45,000	4,460		45,000	4,460
Overtime			24,000	2,378		24,000	2,378
Clothing Allowance			-	5,600		-	5,600
<b>Department Total</b>	<b>34.5</b>	<b>34.7</b>	<b>\$ 2,924,726</b>	<b>\$ 1,315,000</b>	<b>34.7</b>	<b>\$ 3,013,501</b>	<b>\$ 1,366,814</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include office and operating supplies and small tools. Services include professional services, travel, operating leases, equipment rental and replacement costs, utilities, and repair & maintenance, among others.

<b>Public Works</b>						
<b>Expenditures</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Salaries	\$ 2,669,627	\$ 2,510,737	\$ 2,397,125	\$ 2,768,174	\$ 2,855,726	\$ 2,944,501
Extra Labor	44,048	57,408	36,704	45,000	45,000	45,000
Overtime	19,203	42,866	40,451	21,000	24,000	24,000
FICA	202,372	194,053	204,921	210,729	214,403	219,330
Pension	301,293	302,889	336,745	332,362	362,662	368,936
Industrial Insurance	54,621	50,039	60,264	75,160	73,396	81,061
Healthcare	513,812	556,252	580,936	622,212	658,940	691,886
Unemployment	10,891	1,334	6,273	-	-	-
Clothing Allowance	3,468	3,248	6,101	5,575	5,600	5,600
<b>Total Salaries &amp; Benefits</b>	<b>3,819,333</b>	<b>3,718,827</b>	<b>3,669,519</b>	<b>4,080,212</b>	<b>4,239,727</b>	<b>4,380,315</b>
Supplies	355,538	330,410	280,396	408,250	293,650	296,675
Small tools	13,967	16,898	14,702	17,450	17,450	17,450
<b>Total Supplies</b>	<b>369,506</b>	<b>347,309</b>	<b>295,098</b>	<b>425,700</b>	<b>311,100</b>	<b>314,125</b>
Professional services	66,007	50,774	26,060	34,900	6,700	6,700
Communication	9,998	12,710	9,162	13,450	16,350	16,350
Travel	648	3,794	4,096	4,700	4,300	4,300
Advertising	463	-	1,500	1,500	-	-
Operating rentals	384,137	428,375	463,802	466,737	696,032	476,337
Insurance	142,260	132,026	134,932	134,036	142,002	147,007
Utilities	1,500,004	1,575,849	1,606,033	1,549,720	1,656,100	1,705,400
Repair and maintenance	259,562	305,885	225,872	279,500	198,000	193,000
Miscellaneous	14,390	22,038	41,238	35,235	33,035	33,035
<b>Total Services</b>	<b>2,377,469</b>	<b>2,531,450</b>	<b>2,512,696</b>	<b>2,519,778</b>	<b>2,752,519</b>	<b>2,582,129</b>
Excise Taxes	-	-	-	-	-	-
Capital	17,972	18,195	-	-	-	-
<b>Total Other</b>	<b>17,972</b>	<b>18,195</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Public Works</b>	<b>\$ 6,584,280</b>	<b>\$ 6,615,781</b>	<b>\$ 6,477,313</b>	<b>\$ 7,025,690</b>	<b>\$ 7,303,346</b>	<b>\$ 7,276,569</b>

**DEPARTMENT:** Public Works (13)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Henry Hash

**DIVISION:** Administration  
**FUND NUMBER:** 000  
**POSITION:** Public Works Director

**Description**

The function of Public Works Administration is to initiate, implement and manage the programs, staff and facilities that provide for the public health, safety and welfare through the design, construction, and maintenance of the municipal infrastructure to include: streets, signals, water, sewer, storm drains, flood control, equipment, vehicles, and facilities. The Public Works Director manages these programs through the Engineering division, Maintenance Administration, Development Services division, and the Facility Maintenance division, the equipment rental fund, and the utility enterprise funds. Numerous relationships with other agencies such as Cascade Water Alliance, King County, Metropolitan Wastewater Agencies, WSDOT, the Regional Transit Authority, and the cities of Renton, SeaTac, Seattle, and Kent are required to coordinate projects and services.

**Expenditure Summary**

<i>Public Works - Administration</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 405,641	\$ 306,967	\$ 289,700	\$ 323,119	\$ 331,838	\$ 338,972	2.70%	2.15%
Personnel Benefits	119,692	95,833	108,371	102,924	119,547	123,490	16.15%	3.30%
Supplies	11,874	7,098	7,327	9,000	6,000	6,000	-33.33%	0.00%
Services	12,486	7,862	25,309	27,543	23,688	23,721	-14.00%	0.14%
<b>Expenditure Total</b>	<b>\$ 549,693</b>	<b>\$ 417,760</b>	<b>\$ 430,707</b>	<b>\$ 462,586</b>	<b>\$ 481,073</b>	<b>\$ 492,183</b>	<b>4.00%</b>	<b>2.31%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Public Works - Administration</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Public Works Director	1	1	\$ 163,059	\$ 49,738	1	\$ 166,584	\$ 51,128
Public Works Analyst	1	1	106,863	39,666	1	108,960	41,014
Admin Support Technician	1	1	61,916	30,143	1	63,428	31,348
<b>Total</b>	<b>3</b>	<b>3</b>	<b>\$ 331,838</b>	<b>\$ 119,547</b>	<b>3</b>	<b>\$ 338,972</b>	<b>\$ 123,490</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include miscellaneous office supplies. Services include professional services, travel, operating leases, equipment rental and replacement costs and repair & maintenance, among others.

<i>Public Works - Administration</i>							
Account Number		Actual			Budget		
		2016	2017	Projected 2018	2018	2019	2020
000.13.543.100.31.00	Supplies - Repairs & Maintenance	\$ 11,874	\$ 7,098	\$ 7,327	\$ 8,000	\$ 5,500	\$ 5,500
000.13.543.100.31.01	Supplies - Office Equipment	-	-	-	1,000	500	500
<b>Total Supplies</b>		<b>11,874</b>	<b>7,098</b>	<b>7,327</b>	<b>9,000</b>	<b>6,000</b>	<b>6,000</b>
000.13.543.100.41.00	Professional Services	5,923	-	-	-	-	-
000.13.543.100.42.00	Communication - Phone and postage	1,171	520	853	1,500	800	800
000.13.543.100.43.00	Travel - Mileage, meals, parking	2	8	71	200	300	300
000.13.543.100.45.00	Rental - Copier	2,550	2,786	2,093	2,650	2,800	2,900
000.13.543.100.45.94	Rental - Equipment Replacement Fund	135	10	10	10	67	10
000.13.543.100.45.95	Rental - Equipment O & M	670	849	783	783	1,321	1,311
000.13.543.100.48.00	R&M - Plotter, copier and KIP copier	92	-	100	100	100	100
000.13.543.100.48.01	R&M - 800 MHZ radio	1,080	1,080	1,137	1,300	1,300	1,300
000.13.543.100.49.00	Misc - Memberships, registrations, and training	863	2,608	1,262	1,000	2,000	2,000
000.13.543.100.49.51	CenturyLink/Comcast Franchise Negotiations	-	-	19,000	20,000	15,000	15,000
<b>Total Services</b>		<b>12,486</b>	<b>7,862</b>	<b>25,309</b>	<b>27,543</b>	<b>23,688</b>	<b>23,721</b>
<b>Total Supplies and Services</b>		<b>\$ 24,359</b>	<b>\$ 14,960</b>	<b>\$ 32,635</b>	<b>\$ 36,543</b>	<b>\$ 29,688</b>	<b>\$ 29,721</b>

**DEPARTMENT:** Public Works (13)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Henry Hash

**DIVISION:** Maintenance Administration  
**FUND NUMBER:** 000  
**POSITION:** Public Works Director

**Description**

The function of Maintenance Administration is to manage the maintenance programs and activities for equipment rental, facilities, streets, water, sewer, and surface water. This division also provides staff support and coordination with the engineering division and other City departments as well as external agencies and service providers. The Maintenance Administration Division is managed by the Maintenance Operations Manager who reports to the Director of Public Works.

**Expenditure Summary**

<i>Public Works - Maintenance Administration</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 254,783	\$ 257,836	\$ 201,512	\$ 264,410	\$ 248,285	\$ 259,500	-6.10%	4.52%
Personnel Benefits	106,366	113,856	111,365	120,299	119,940	125,870	-0.30%	4.94%
Supplies	2,427	758	3,579	5,000	5,000	5,000	0.00%	0.00%
Services	13,538	10,849	14,349	15,494	17,802	16,271	14.90%	-8.60%
<b>Expenditure Total</b>	<b>\$ 377,114</b>	<b>\$ 383,299</b>	<b>\$ 330,804</b>	<b>\$ 405,203</b>	<b>\$ 391,027</b>	<b>\$ 406,641</b>	<b>-3.50%</b>	<b>3.99%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Public Works - Maintenance Administration</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Maintenance Operations Manager	1	1	\$ 116,095	\$ 42,508	1	\$ 123,672	\$ 45,137
Admin Support Specialist	2	2	132,191	77,432	2	135,828	80,733
<b>Total</b>	<b>3</b>	<b>3</b>	<b>\$ 248,285</b>	<b>\$ 119,940</b>	<b>3</b>	<b>\$ 259,500</b>	<b>\$ 125,870</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include miscellaneous operating and custodial supplies. Services include professional services, travel, operating leases, equipment rental and replacement costs and repair & maintenance, among others.

<i>Public Works - Maintenance Administration</i>							
Account Number		Actual			Budget		
		2016	2017	Projected 2018	2018	2019	2020
000.13.543.101.31.00	Supplies - Office & Operating	\$ 2,208	\$ 758	\$ 2,829	\$ 3,250	\$ 3,250	\$ 3,250
000.13.543.101.31.01	Supplies - Office Equipment	-	-	-	1,000	1,000	1,000
000.13.543.101.35.00	Small Tools & Minor Equipment	219	-	750	750	750	750
<b>Total Supplies</b>		<b>2,427</b>	<b>758</b>	<b>3,579</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
000.13.543.101.41.00	Prof Svcs - Consultant services	24	-	500	500	500	500
000.13.543.101.42.00	Communication -	726	756	697	750	750	750
000.13.543.101.43.00	Travel - Mileage, meals, parking	213	595	165	300	300	300
000.13.543.101.45.00	Rental - Copiers at Minkler and George Long Buildings	1,993	2,001	4,636	7,000	5,000	5,000
000.13.543.101.45.94	Rental - Equipment Replacement Fund	1,270	527	527	527	2,005	527
000.13.543.101.45.95	Rental - Equipment O & M	7,383	6,110	4,382	4,382	7,212	7,159
000.13.532.101.48.00		-	-	1,138	-	-	-
000.13.543.101.49.00	Misc - Memberships, registrations, and training	1,930	860	2,304	2,035	2,035	2,035
<b>Total Services</b>		<b>13,538</b>	<b>10,849</b>	<b>14,349</b>	<b>15,494</b>	<b>17,802</b>	<b>16,271</b>
<b>Total Supplies and Services</b>		<b>\$ 15,965</b>	<b>\$ 11,607</b>	<b>\$ 17,928</b>	<b>\$ 20,494</b>	<b>\$ 22,802</b>	<b>\$ 21,271</b>

**DEPARTMENT:** Public Works (13)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Henry Hash

**DIVISION:** Engineering  
**FUND NUMBER:** 000  
**POSITION:** Public Works Director

**Description**

The Engineering Division function is to provide professional engineering services for planning, design, construction, maintenance, and operation of the water, sewer, surface water and transportation infrastructure. Services include coordination with adjoining agencies such as Renton, Kent, Seattle, SeaTac, Water District 125, and Valley View Sewer District, as well as with regional agencies such as King County Metro Transit and Sewer, WSDOT, Green River Basin Technical Committee, Regional Transit Authority, Puget Sound Regional Council, and the Transportation Improvement Board. Other services include assisting development permit review and monitoring of franchise utility operations in the City. The City Engineer is the licensed Professional Engineer official for the City and manages the Engineering Division. The City Engineer provides staff support to assigned Council committees and reports to the Director of Public Works.

**Expenditure Summary**

<i>Public Works - Engineering</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 348,245	\$ 265,171	\$ 223,452	\$ 427,967	\$ 426,828	\$ 442,435	-0.27%	3.66%
Personnel Benefits	119,165	91,827	130,687	169,962	192,391	200,751	13.20%	4.35%
Supplies	6,669	11,698	9,421	8,000	8,000	8,000	0.00%	0.00%
Services	88,124	64,570	50,486	54,448	27,610	25,854	-49.29%	-6.36%
<b>Expenditure Total</b>	<b>\$ 562,204</b>	<b>\$ 433,266</b>	<b>\$ 414,047</b>	<b>\$ 660,377</b>	<b>\$ 654,829</b>	<b>\$ 677,040</b>	<b>-0.84%</b>	<b>3.39%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Public Works - Engineering</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Deputy Public Works Dir./City Engineer	1	1	\$ 115,967	\$ 55,027	1	\$ 124,802	\$ 58,087
Senior Program Manager	1	1	124,902	51,344	1	127,368	53,158
Senior Project Inspector	1	1	86,789	37,412	1	89,057	38,985
Traffic Engineering Coordinator	1	1	99,169	47,658	1	101,208	49,571
Clothing Allowance			-	950		-	950
<b>Total</b>	<b>4</b>	<b>4</b>	<b>\$ 426,828</b>	<b>\$ 192,391</b>	<b>4</b>	<b>\$ 442,435</b>	<b>\$ 200,751</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include miscellaneous operating supplies. Services include professional services for project management, travel, operating leases, equipment rental and replacement costs and repair & maintenance, among others.

<b>Public Works - Engineering</b>							
<b>Account Number</b>		<b>Actual</b>			<b>Budget</b>		
		<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.13.543.130.31.00	Supplies - Office & Operating	\$ 6,669	\$ 7,250	\$ 7,563	\$ 7,000	\$ 7,000	\$ 7,000
000.13.543.130.35.00	Small Tools & Minor Equipment	-	4,447	1,858	1,000	1,000	1,000
<b>Total Supplies</b>		<b>6,669</b>	<b>11,698</b>	<b>9,421</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
000.13.543.130.41.00	Prof Svcs - Consultant services for project management, computer support, traffic counts, surveying and transportation modeling, screening for compliance with ESA, peer reviews, traffic items not covered elsewhere, Development's annual water testing	45,173	9,191	9,024	28,400	-	-
000.13.543.130.41.02	Prof Svcs - Traffic Modeling	11,086	31,857	10,125	-	-	-
000.13.543.130.42.00	Communication - Phone service, Nextel and postage	1,694	1,281	1,279	2,300	1,500	1,500
000.13.543.130.43.00	Travel - Mileage, meals, parking	139	81	499	1,500	500	500
000.13.543.130.44.00	Advertising	463	-	-	-	-	-
000.13.543.130.45.94	Rental - Equipment Replacement Fund	1,096	1,088	1,088	1,088	2,741	1,088
000.13.543.130.45.95	Rental - Equipment O & M	19,621	6,536	14,160	14,160	14,069	13,966
000.13.543.130.48.00	R&M - Copier repairs and maintenance	1,325	4,956	592	1,000	1,000	1,000
000.13.543.130.49.00	Misc - Memberships, prof. licenses, trng, software, subscriptions/publications	7,528	9,581	13,719	6,000	7,800	7,800
<b>Total Services</b>		<b>88,124</b>	<b>64,570</b>	<b>50,486</b>	<b>54,448</b>	<b>27,610</b>	<b>25,854</b>
<b>Total Supplies and Services</b>		<b>\$ 94,793</b>	<b>\$ 76,268</b>	<b>\$ 59,907</b>	<b>\$ 62,448</b>	<b>\$ 35,610</b>	<b>\$ 33,854</b>

**DEPARTMENT:** Public Works (13)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Henry Hash

**DIVISION:** Development Services  
**FUND NUMBER:** 000  
**POSITION:** Public Works Director

**Description**

The Development Services Division is responsible for reviewing and approving permits associated with land altering, development, residences, and utility permits. The Development Services division works closely with the Department of Community Development to issue permits in a timely fashion. Services include the responsibility of inspecting applicant’s utility systems for conformance to the City’s standards. The City Engineer oversees this staff, who reports to the Director of Public Works.

**Expenditure Summary**

<i>Public Works - Development Services</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 332,192	\$ 353,926	\$ 324,800	\$ 349,902	\$ 374,975	\$ 382,841	7.17%	2.10%
Personnel Benefits	133,825	145,149	143,247	151,295	156,354	162,145	3.34%	3.70%
<b>Expenditure Total</b>	<b>\$ 466,017</b>	<b>\$ 499,075</b>	<b>\$ 468,048</b>	<b>\$ 501,197</b>	<b>\$ 531,329</b>	<b>\$ 544,986</b>	<b>6.01%</b>	<b>2.57%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Public Works - Development Services</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Development Manager	0	0.2	\$ 28,304	\$ 9,074	0.2	\$ 28,858	\$ 9,320
Engineer - Development	2	2	210,687	78,341	2	215,195	81,077
Project Inspector	1	1	65,068	37,597	1	66,360	39,200
Admin Support Technician	1	1	61,916	30,201	1	63,428	31,406
Overtime			9,000	892		9,000	892
Clothing Allowance			-	250		-	250
<b>Total</b>	<b>4</b>	<b>4.2</b>	<b>\$ 374,975</b>	<b>\$ 156,354</b>	<b>4.2</b>	<b>\$ 382,841</b>	<b>\$ 162,145</b>

**DEPARTMENT:** Public Works (13)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Henry Hash

**DIVISION:** Facility Maintenance  
**FUND NUMBER:** 000  
**POSITION:** Public Works Director

**Description**

The function of the Facility Maintenance unit is to preserve all City buildings through a preventive maintenance, repair, and operating program in order to provide a safe, pleasant, and productive work environment for City staff and clients. The work is located in 42 facilities including restrooms in City parks, throughout the City, consisting of approximately 251,733 square feet, of which 149,957 square feet is provided with custodial care. Facilities maintained consist of the main City Hall (6200 Building), the 6300 Building, a large Community Center, a Heritage Center, four fire stations, Minkler, George Long, and Golf maintenance facilities, several public restrooms, and various other buildings.

**Expenditure Summary**

<i>Public Works - Facility Maintenance</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 549,985	\$ 582,536	\$ 611,915	\$ 595,517	\$ 638,557	\$ 658,359	7.23%	3.10%
Personnel Benefits	251,060	255,421	279,369	285,320	288,271	301,251	1.03%	4.50%
Supplies	88,303	77,400	80,833	93,200	78,200	78,200	-16.09%	0.00%
Services	841,935	922,815	847,671	872,647	885,327	869,198	1.45%	-1.82%
Capital Outlays	-	6,890	-	-	-	-	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$ 1,731,284</b>	<b>\$ 1,845,062</b>	<b>\$ 1,819,787</b>	<b>\$ 1,846,684</b>	<b>\$ 1,890,354</b>	<b>\$ 1,907,008</b>	<b>2.36%</b>	<b>0.88%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Public Works - Facility Maintenance</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Maint & Ops Superintendent	1	1	\$ 106,091	\$ 49,107	1	\$ 108,144	\$ 51,025
Lead Facilities Custodian	1	1	74,431	26,121	1	79,728	27,875
Facilities Ops Technician	1	1	76,331	26,510	1	77,784	27,467
Facilities Maintenance Technician	1	1	66,611	40,812	1	70,668	43,132
Facilities Custodian	5	5	311,093	143,324	5	318,035	149,355
Overtime			4,000	396		4,000	396
Clothing Allowance			-	2,000		-	2,000
<b>Total</b>	<b>9</b>	<b>9</b>	<b>\$ 638,557</b>	<b>\$ 288,271</b>	<b>9</b>	<b>\$ 658,359</b>	<b>\$ 301,251</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include miscellaneous operating and repair supplies. Services include inspection fees, rental of equipment, utilities for city facilities, equipment rental and replacement costs and repair & maintenance, among others.

		<i>Public Works - Facility Maintenance</i>					
Account Number		Actual		Projected	Budget		
		2016	2017	2018	2018	2019	2020
000.13.518.300.31.00	Supplies - Operating	\$ 4,173	\$ 3,038	\$ 3,416	\$ 3,200	\$ 3,200	\$ 3,200
000.13.518.300.31.01	Supplies - Repairs & Maintenance	44,269	39,566	31,335	37,500	37,500	37,500
000.13.518.300.31.02	Supplies - Custodial	38,730	34,010	44,667	50,000	35,000	35,000
000.13.518.300.35.00	Small Tools & Minor Equipment	1,132	787	1,415	2,500	2,500	2,500
<b>Total Supplies</b>		<b>88,303</b>	<b>77,400</b>	<b>80,833</b>	<b>93,200</b>	<b>78,200</b>	<b>78,200</b>
000.13.518.300.41.00	Prof Svcs - Consultant services inspections - boiler, roof, architectural	1,537	905	2,209	2,000	2,000	2,000
000.13.518.300.42.00	Communication - Nextel phones and pagers, Alarm system monitoring at facilities	4,953	8,593	3,698	4,600	9,000	9,000
000.13.518.300.45.00	Rental - scaffolding, pumps, A/C units, heaters, new copier lease at G Long, Lease of Records Center	86,805	99,078	100,000	100,000	100,000	100,000
000.13.518.300.45.94	Rental - Equipment Replacement Fund	10,695	2,759	2,759	2,759	26,592	2,759
000.13.518.300.45.95	Rental - Equipment O & M	28,717	31,816	30,483	30,483	40,835	40,939
000.13.518.300.46.04	Insurance	106,805	107,271	107,581	106,805	107,900	108,200
000.13.518.300.47.00	Public Utility - Facilities electricity,	4,133	4,443	3,154	1,000	5,000	5,000
000.13.518.300.47.21	Public Utility - Electricity	236,501	261,075	251,721	240,000	290,000	295,000
000.13.518.300.47.22	Public Utility - Gas	22,522	32,507	39,785	35,000	36,000	37,800
000.13.518.300.47.25	Public Utility - Water/Sewer	78,173	66,919	70,404	75,000	75,000	75,000
000.13.518.300.47.26	Public Utility - Surface Water	23,279	24,443	24,588	24,000	27,000	27,500
000.13.518.300.48.00	R&M - Facilities repair to security systems, HVAC, roof, plant care, carpet cleaning and exterminating completed by outside vendors	237,082	281,833	211,130	250,000	165,000	165,000
000.13.518.300.49.00	Misc - Memberships, licenses, tuitions for Certified Building Operators	732	1,173	160	1,000	1,000	1,000
000.13.518.300.49.53	Misc - Intergovernmental - Special Assessments	1	-	-	-	-	-
<b>Total Services</b>		<b>841,935</b>	<b>922,815</b>	<b>847,671</b>	<b>872,647</b>	<b>885,327</b>	<b>869,198</b>
000.13.594.180.64.00	Capital	-	6,890	-	-	-	-
<b>Total Other</b>		<b>-</b>	<b>6,890</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 930,238</b>	<b>\$ 1,007,105</b>	<b>\$ 928,504</b>	<b>\$ 965,847</b>	<b>963,527</b>	<b>\$ 947,398</b>

**DEPARTMENT:** Public Works (16)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Henry Hash

**DIVISION:** Street Maintenance  
**FUND NUMBER:** 000  
**POSITION:** Public Works Director

**Description**

The function of the Street Maintenance unit is to operate and maintain the traffic control and safety devices of the transportation network which consists of 127 lane miles of commercial/industrial streets and 90 lane miles of residential streets, including bridges, sidewalks, street lighting, and traffic cameras. The Street Maintenance unit maintains relationships with adjoining cities, King County, and Washington State Department of Transportation.

**Expenditure Summary**

<i>Public Works - Street Maintenance</i>								
Expenditures	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 842,030	\$ 844,576	\$ 822,901	\$ 873,259	\$ 904,244	\$ 931,393	3.55%	3.00%
Personnel Benefits	356,347	405,729	422,201	416,238	438,497	453,307	5.35%	3.38%
Supplies	260,232	250,354	193,938	310,500	213,900	216,925	-31.11%	1.41%
Services	1,421,377	1,525,345	1,574,882	1,549,646	1,798,092	1,647,085	16.03%	-8.40%
Intergovt. Services & Taxes	10	10	-	-	-	-	0.00%	0.00%
Capital Outlays	17,972	11,305	-	-	-	-	0.00%	0.00%
<b>Expenditure Total</b>	<b>\$ 2,897,968</b>	<b>\$ 3,037,318</b>	<b>\$ 3,013,921</b>	<b>\$ 3,149,643</b>	<b>\$ 3,354,733</b>	<b>\$ 3,248,711</b>	<b>6.51%</b>	<b>-3.16%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Public Works - Street Maintenance</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Maint & Ops Superintendent	1	1	\$ 104,885	\$ 48,860	1	\$ 106,944	\$ 50,778
Maint & Ops Foreman	1.5	2.5	214,698	108,969	2.5	219,144	108,417
Traffic Operations Foreman	1	0	-	-	0	-	-
Maint & Ops Specialist	5	5	360,272	171,396	5	374,440	179,820
Maintenance Worker	3	3	168,388	101,323	3	174,865	106,342
Extra Labor			45,000	4,460		45,000	4,460
Overtime			11,000	1,090		11,000	1,090
Clothing Allowance			-	2,400		-	2,400
<b>Total</b>	<b>11.5</b>	<b>11.5</b>	<b>\$ 904,244</b>	<b>\$ 438,497</b>	<b>11.5</b>	<b>\$ 931,393</b>	<b>\$ 453,307</b>

**Expenditure Detail - Supplies, Services and Other**

Supplies include miscellaneous operating supplies and small tools specific to roadway maintenance. Services include rental of equipment, utilities for city owned roadways, and repair & maintenance, among others.

<b>Public Works - Street Maintenance/Admin</b>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.16.542.900.31.00 Supplies - Office & Operating	\$ 979	\$ 1,055	\$ 1,055	\$ 1,000	\$ 1,000	\$ 1,000
<b>Total Supplies</b>	<b>979</b>	<b>1,055</b>	<b>1,055</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
000.16.542.900.41.00 Prof Svcs - Membership, testing fees	390	442	442	-	-	-
<b>Total Services</b>	<b>390</b>	<b>442</b>	<b>442</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Supplies and Services</b>	<b>\$ 1,369</b>	<b>\$ 1,497</b>	<b>\$ 1,497</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>

<b>Public Works - Street Maintenance/General Services</b>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.16.543.300.31.00 Supplies - Office & Operating	\$ 4,525	\$ 3,215	\$ 4,878	\$ 5,000	\$ 5,000	\$ 5,000
000.16.543.300.35.00 Small Tools & Minor Equipment	-	-	154	3,000	3,000	3,000
<b>Total Supplies</b>	<b>4,525</b>	<b>3,215</b>	<b>5,032</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
000.16.543.300.41.00 Professional Services - Consultant services	-	-	148	600	600	600
000.16.543.300.41.02 Professional Services - Physicals and hearing tests	871	625	600	500	700	700
000.16.543.300.42.00 Communication - Phone bills and Nextel cell phones	14	-	920	2,500	4,300	4,300
000.16.543.300.43.00 Travel - Mileage, meals and lodging to attend mtgs, workshops, seminars	295	2,893	2,689	2,000	2,900	2,900
000.16.543.300.44.00 Advertising - Seasonal help and replacement staff	-	-	1,500	1,500	-	-
000.16.543.300.45.94 Rental - Equipment replacement	97,095	69,720	69,720	69,720	272,510	69,720
000.16.543.300.45.95 Rental - Equipment O & M	125,003	202,126	229,775	229,775	217,480	227,558
000.16.543.300.46.00 Insurance - WCIA	-	-	-	-	-	-
000.16.543.300.46.01 Insurance - WCIA	35,455	24,755	27,351	27,231	34,102	38,807
000.16.543.300.48.00 R&M - Maintenance of general use tools and equipment	-	-	-	500	500	500
000.16.543.300.49.00 Miscellaneous - Licenses, tuition, clothing	3,326	7,806	4,793	5,200	5,200	5,200
<b>Total Services</b>	<b>262,059</b>	<b>307,926</b>	<b>337,496</b>	<b>339,526</b>	<b>538,292</b>	<b>350,285</b>
<b>Total Supplies and Services</b>	<b>\$ 266,583</b>	<b>\$ 311,141</b>	<b>\$ 342,528</b>	<b>\$ 347,526</b>	<b>\$ 546,292</b>	<b>\$ 358,285</b>

<b>Public Works - Street Maintenance/Roadway</b>							
Account Number		Actual			Budget		
		2016	2017	Projected 2018	2018	2019	2020
000.16.542.300.31.01	Supplies - Operating	\$ 21,066	\$ 34,617	\$ 45,265	\$ 39,000	\$ 34,000	\$ 34,000
000.16.542.300.35.00	Small Tools & Minor Equipment	5,219	2,515	5,122	4,000	4,000	4,000
<b>Total Supplies</b>		<b>26,285</b>	<b>37,132</b>	<b>50,387</b>	<b>43,000</b>	<b>38,000</b>	<b>38,000</b>
000.16.542.300.41.00	Professional Services - Lab fees for material testing	-	706	100	100	100	100
000.16.542.300.43.00	Travel - Mileage, parking, and meals	-	216	100	100	-	-
000.16.542.300.45.00	Rental - Equipment rentals	1,105	2,968	3,277	3,400	3,400	3,400
000.16.542.300.47.00	Public Utility - Utility charges specifically from street projects	42	151	280	100	100	100
000.16.542.300.47.01	Public Utility - Surface water fees	-	-	-	-	-	-
000.16.542.300.47.02	Public Utility - Waste Management Disposal	20,311	9,721	6,954	10,000	10,000	10,000
000.16.542.700.47.25	Public Utility - Water/Sewer	6,436	8,309	-	-	-	-
000.16.542.300.47.26	Public Utility - Surface water fees	717,857	753,574	776,399	776,620	815,000	840,000
000.16.542.300.48.00	R&M - Repairs of saw cuts and grinder sharpening	-	-	7,383	100	100	100
<b>Total Services</b>		<b>745,750</b>	<b>775,646</b>	<b>794,493</b>	<b>790,420</b>	<b>828,700</b>	<b>853,700</b>
000.16.594.440.64.00	Machinery and Equipment	-	11,305	-	-	-	-
000.16.594.480.64.00	Machinery and Equipment	17,972	-	-	-	-	-
<b>Total Other</b>		<b>17,972</b>	<b>11,305</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 790,007</b>	<b>\$ 824,083</b>	<b>\$ 844,880</b>	<b>\$ 833,420</b>	<b>\$ 866,700</b>	<b>\$ 891,700</b>

<b>Public Works - Street Maintenance/Structures</b>							
Account Number		Actual			Budget		
		2016	2017	Projected 2018	2018	2019	2020
000.16.542.500.31.01	Supplies - Repairs & Maintenance	\$ 2,137	\$ 1,722	\$ 3,545	\$ 1,000	\$ 1,000	\$ 1,000
<b>Total Supplies</b>		<b>2,137</b>	<b>1,722</b>	<b>3,545</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
000.16.542.500.48.00	R&M - Structures & Bridges repairs done by outside vendors	-	18,015	1,183	1,500	5,000	-
<b>Total Services</b>		<b>-</b>	<b>18,015</b>	<b>1,183</b>	<b>1,500</b>	<b>5,000</b>	<b>-</b>
<b>Total Supplies and Services</b>		<b>\$ 2,137</b>	<b>\$ 19,737</b>	<b>\$ 4,728</b>	<b>\$ 2,500</b>	<b>\$ 6,000</b>	<b>\$ 1,000</b>

<b>Public Works - Street Maintenance/Lighting</b>							
Account Number		Actual			Budget		
		2016	2017	Projected 2018	2018	2019	2020
000.16.542.630.31.01	Supplies - Repairs & Maintenance	\$ 12,319	\$ 24,264	\$ 11,221	\$ 25,000	\$ 25,000	\$ 25,000
000.16.542.630.35.00	Small Tools & Minor Equipment	-	975	500	500	500	500
<b>Total Supplies</b>		<b>12,319</b>	<b>25,239</b>	<b>11,721</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>
000.16.542.630.41.00	Professional Services - Utility one call locating services	527	632	656	500	500	500
000.16.542.630.43.00	Travel - Mileage, meals, and parking	-	-	100	100	-	-
000.16.542.630.47.21	Public Utility - Electricity	294,627	300,513	299,749	264,000	277,000	291,000
000.16.542.630.47.22	Public Utility - Gas	708	870	3,452	6,000	1,000	1,000
<b>Total Services</b>		<b>295,863</b>	<b>302,016</b>	<b>303,958</b>	<b>270,600</b>	<b>278,500</b>	<b>292,500</b>
<b>Total Supplies and Services</b>		<b>\$ 308,181</b>	<b>\$ 327,255</b>	<b>\$ 315,679</b>	<b>\$ 296,100</b>	<b>\$ 304,000</b>	<b>\$ 318,000</b>

<b>Public Works - Street Maintenance/Traffic Control</b>							
Account Number		Actual			Budget		
		2016	2017	Projected 2018	2018	2019	2020
000.16.542.640.31.01	Supplies - Repairs & Maintenance	\$ 141,697	\$ 101,838	\$ 67,388	\$ 166,000	\$ 74,400	\$ 77,425
000.16.542.640.35.00	Small Tools & Minor Equipment	2,468	4,704	1,564	2,500	2,500	2,500
<b>Total Supplies</b>		<b>144,165</b>	<b>106,542</b>	<b>68,953</b>	<b>168,500</b>	<b>76,900</b>	<b>79,925</b>
000.16.542.640.41.00	Professional Services - Signal light share of utility one call locating services	252	2,381	423	100	100	100
000.16.542.640.42.00	Communication - Signal phone lines, Sprint access card for laptops	1,440	1,560	1,715	1,800	-	-
000.16.542.640.43.00	Travel - Mileage, meals, and parking	-	-	100	100	-	-
000.16.542.640.47.00	Public Utility - Public utility services for signal lights and crosswalks	168	-	-	-	-	-
000.16.542.640.47.21	Public Utility - Electricity	70,595	76,438	84,342	80,000	82,000	84,000
000.16.542.640.47.22	Public Utility - Gas	-	-	-	1,000	-	-
000.16.542.640.48.00	R&M - Repairs, interlocal for major emergencies, pole replacement	4,286	-	3,210	20,000	20,000	20,000
<b>Total Services</b>		<b>76,741</b>	<b>80,379</b>	<b>89,790</b>	<b>103,000</b>	<b>102,100</b>	<b>104,100</b>
<b>Total Supplies and Services</b>		<b>\$ 220,906</b>	<b>\$ 186,921</b>	<b>\$ 158,742</b>	<b>\$ 271,500</b>	<b>\$ 179,000</b>	<b>\$ 184,025</b>

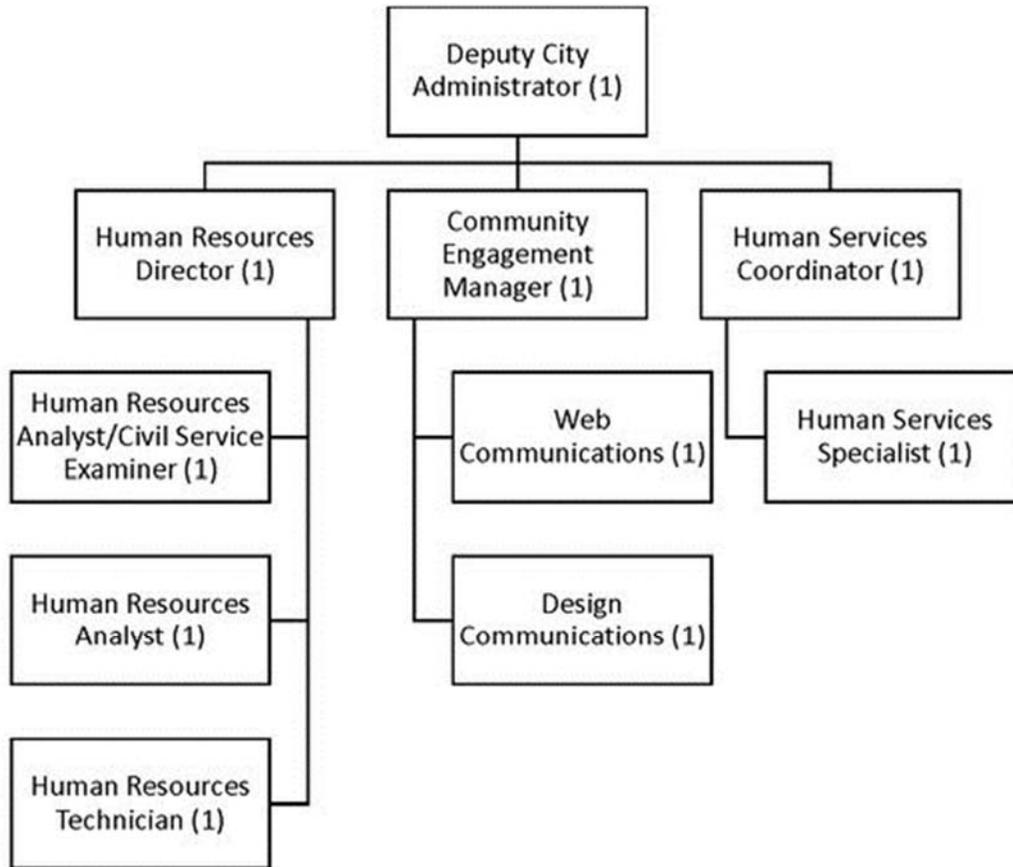
<b>Public Works - Street Maintenance/Snow &amp; Ice Control</b>							
Account Number		Actual			Budget		
		2016	2017	Projected 2018	2018	2019	2020
000.16.542.660.31.01	Supplies	\$ 7,851	\$ 16,889	\$ 16,004	\$ 10,000	\$ 10,000	\$ 10,000
<b>Total Supplies</b>		<b>7,851</b>	<b>16,889</b>	<b>16,004</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
000.16.542.660.43.00	Travel - Mileage, meals, parking	-	-	300	300	300	300
<b>Total Services</b>		<b>-</b>	<b>-</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>Total Supplies and Services</b>		<b>\$ 7,851</b>	<b>\$ 16,889</b>	<b>\$ 16,304</b>	<b>\$ 10,300</b>	<b>\$ 10,300</b>	<b>\$ 10,300</b>

<b>Public Works - Street Maintenance/Roadside</b>							
Account Number		Actual			Budget		
		2016	2017	Projected 2018	2018	2019	2020
000.16.542.670.31.00	Supplies - Office & Operating	\$ 16,504	\$ 17,871	\$ 8,802	\$ 12,000	\$ 12,000	\$ 12,000
000.16.542.670.31.01	Supplies - Tree Replacement	2,029	4,069	13,538	6,000	6,000	6,000
000.16.542.670.35.00	Small Tools & Minor Equipment	1,545	1,709	1,339	1,200	1,200	1,200
<b>Total Supplies</b>		<b>20,078</b>	<b>23,648</b>	<b>23,679</b>	<b>19,200</b>	<b>19,200</b>	<b>19,200</b>
000.16.542.670.41.00	Professional Services - Testing sweeping materials for hazardous wastes	225	4,035	1,832	2,200	2,200	2,200
000.16.542.670.43.00	Travel - Mileage, meals, and parking	-	-	72	100	-	-
000.16.542.670.47.00	Public Utility - Electric, gas, and irrigation utilities.	811	77	-	-	-	-
000.16.542.670.47.02	Public Utility - Transfer station fees, recovery & disposal of Freon, electronics recycling	2,646	10,600	30,880	30,000	30,000	30,000
000.16.542.670.47.25	Public Utility - Water	21,195	26,209	14,326	7,000	8,000	9,000
000.16.542.670.48.00	R&M - Rockery repairs by outside vendor	3,525	-	-	500	500	500
000.16.542.670.48.01	R&M - Contractor for tree removal by outside vendor	3,395	-	-	3,000	3,000	3,000
000.16.542.670.49.53	Misc - Excse Tax	10	10	-	-	-	-
<b>Total Services</b>		<b>31,797</b>	<b>40,921</b>	<b>47,109</b>	<b>42,800</b>	<b>43,700</b>	<b>44,700</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 51,875</b>	<b>\$ 64,570</b>	<b>\$ 70,788</b>	<b>\$ 62,000</b>	<b>\$ 62,900</b>	<b>\$ 63,900</b>

<b>Public Works - Street Maintenance/Video &amp; Fiber</b>							
Account Number	Actual			Budget			
	2016	2017	Projected 2018	2018	2019	2020	
000.16.542.800.31.00 Supplies - Office & Operating	\$ 38,510	\$ 30,473	\$ 10,000	\$ 30,000	\$ 30,000	\$ 30,000	
000.16.542.800.35.00 Small Tools & Minor Equipment	3,384	1,762	2,000	2,000	2,000	2,000	
<b>Total Supplies</b>	<b>41,894</b>	<b>32,235</b>	<b>12,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	
000.16.542.800.48.00 R&M - Video & Fiber electronic calibration, repairs to testing equipment	-	-	-	1,500	1,500	1,500	
<b>Total Services</b>	-	-	-	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	
<b>Total Supplies and Services</b>	<b>\$ 41,894</b>	<b>\$ 32,235</b>	<b>\$ 12,000</b>	<b>\$ 33,500</b>	<b>\$ 33,500</b>	<b>\$ 33,500</b>	

<b>Public Works - Street Maintenance/Sidewalks</b>							
Account Number	Actual			Budget			
	2016	2017	Projected 2018	2018	2019	2020	
000.16.542.610.31.01 Supplies - Office & Operating	\$ -	\$ 2,678	\$ 1,562	\$ 2,300	\$ 2,300	\$ 2,300	
<b>Total Supplies</b>	-	<b>2,678</b>	<b>1,562</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>	
000.16.542.610.45.00 R&M - Sidewalk repairs	-	-	110	-	-	-	
000.16.542.610.48.00 R&M - Sidewalk repairs	8,777	-	-	-	-	-	
<b>Total Services</b>	<b>8,777</b>	-	<b>110</b>	-	-	-	
<b>Total Supplies and Services</b>	<b>\$ 8,777</b>	<b>\$ 2,678</b>	<b>\$ 1,672</b>	<b>\$ 2,300</b>	<b>\$ 2,300</b>	<b>\$ 2,300</b>	

# Administrative Services



**DEPARTMENT:** Administrative Services (04)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rachel Bianchi

**FUND NUMBER:** 000  
**POSITION:** Deputy City Administrator

## Description

The Administrative Services department provides communications, human services, community engagement and human resources services to the Tukwila community. The department supports the work of other City departments in these efforts and leads inter-departmental efforts on a variety of special issues and projects, including the City's Public Safety Plan.

## 2017-2018 Accomplishments

- ◆ Implementation of the Public Safety Plan, including acquisition of property, facilities design and engineering, and mutual agreement with business owners, as well as community engagement on the Plan's progress through open houses, online platforms and other methods. **Strategic Goals 2, 4 & 5.**
- ◆ Continued to strengthen communications and community engagement efforts through expanded Community Connectors program, ongoing variety of communications platforms, successful high school internship program, and staffing of the Equity and Social Justice Commission. **Strategic Goal 5.**
- ◆ Ensuring stronger alignment with the community through a refresh of the City's Strategic Plan, development and implementation of a City Equity Policy, and Human Services Strategic Plan. **Strategic Goal 1, 2, 4 and 5.**
- ◆ Supporting the most vulnerable and improving the community with a 30% increase in direct Human Services supporting housing, independence, vocational support, overall physical and mental health and food security; leveraging regional partnerships and other funds to benefit residents and the broader community. **Strategic Goals 1, 2 & 5.**

## 2019-2020 Outcome Goals

- ◆ Continued implementation of the Public Safety Plan; Fire Station 51 and Justice Center substantially complete; ongoing community engagement around the Plan. **Strategic Goals 2, 4 & 5.**
- ◆ Additional communications platforms brought online, use of translation and transcreation increased, ongoing implementation of the City Equity Policy. **Strategic Goal 1, 2, 4 and 5.**
- ◆ Continue to implement the Human Services Strategic plan, streamline intake processes, contracts and forms to allow for more time for direct services to residents, continue to leverage regional partnerships and outside funding to benefit residents and the broader community. **Strategic Goals 1, 2 & 5.**

**2019-2020 Indicators of Success**

- ◆ Continued implementation of the Strategic Plan Goals and City Equity Policy.
- ◆ Communications tools and vehicles are relevant, diverse and timely.
- ◆ Leverage local and regional partnerships on behalf of the City’s residents and guests.

**Department Detail**

**Staffing and Expenditure by Program**

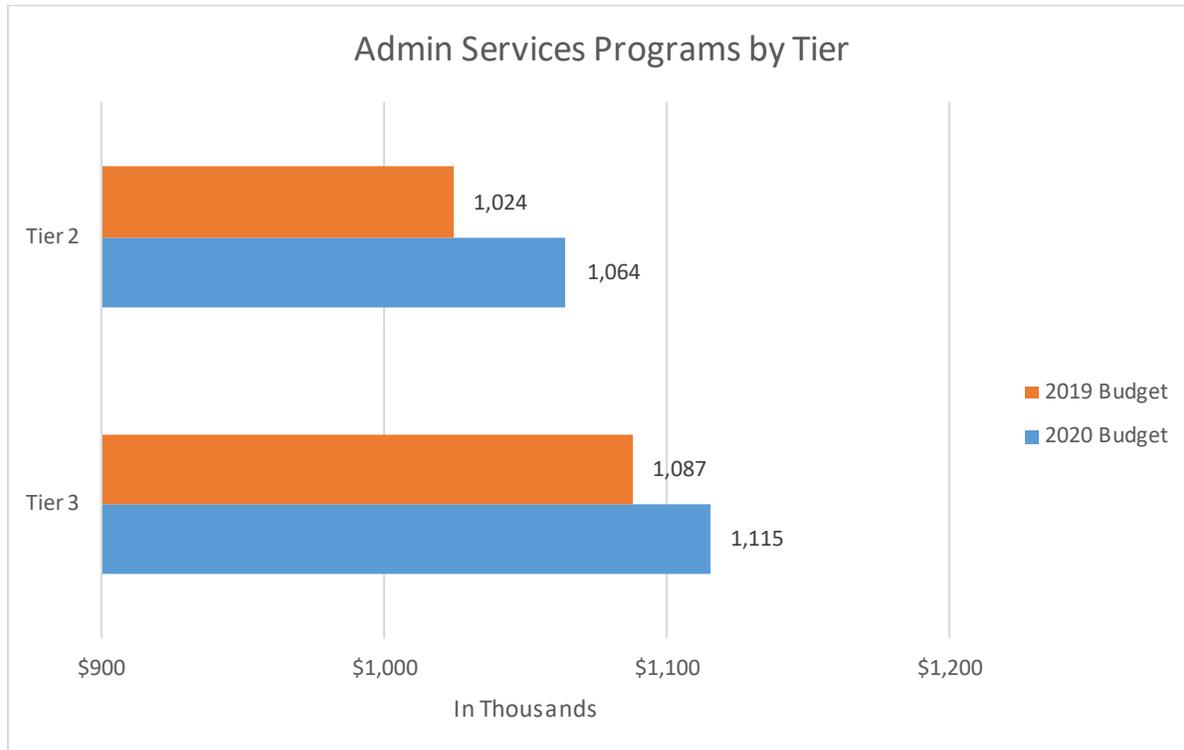
PROGRAMS	FTE	BUDGET				YEAR
		2019	% of Total Budget	2020	% of Total Budget	PERCENT
Communications	1.58	238,329	11.3%	261,311	12.0%	9.64%
Housing	1.03	230,486	10.9%	236,278	10.8%	2.51%
Physical/Mental/Dental Well-Being	0.23	173,381	8.2%	174,495	8.0%	0.64%
Labor Relations	0.71	142,163	6.7%	147,969	6.8%	4.08%
Support for Independence	0.08	123,371	5.8%	123,839	5.7%	0.38%
Minor Home Repair	0.18	116,085	5.5%	117,767	5.4%	1.45%
Public Safety Plan	0.53	95,975	4.5%	101,568	4.7%	5.83%
HR General Administration	0.56	89,622	4.2%	90,334	4.1%	0.80%
Classification/Compensation	0.50	86,528	4.1%	90,135	4.1%	4.17%
Recruitment	0.56	81,781	3.9%	82,696	3.8%	1.12%
Internal Communications	0.61	75,687	3.6%	82,954	3.8%	9.60%
Performance Management/Training	0.46	72,040	3.4%	73,244	3.4%	1.67%
Community Engagement	0.23	68,646	3.3%	70,772	3.2%	3.10%
Health & Safety	0.35	63,645	3.0%	65,183	3.0%	2.42%
Food Insecurity	0.13	63,394	3.0%	64,301	3.0%	1.43%
Policy Development/Compliance	0.30	57,278	2.7%	59,710	2.7%	4.25%
Civil Service Compliance	0.30	55,060	2.6%	55,733	2.6%	1.22%
Benefit Plan Management	0.30	53,812	2.5%	55,906	2.6%	3.89%
Accounts Payable/Budget Preparation	0.33	40,791	1.9%	48,522	2.2%	18.95%
School District	0.30	41,600	2.0%	43,904	2.0%	5.54%
Regional Collaboration	0.23	34,814	1.6%	36,310	1.7%	4.30%
Training	0.20	27,586	1.3%	28,862	1.3%	4.62%
Government Relations	0.13	25,911	1.2%	27,432	1.3%	5.87%
Equity	0.08	20,049	0.9%	20,854	1.0%	4.01%
Tukwila Works	0.05	10,041	0.5%	10,626	0.5%	5.82%
Emergency Preparedness/Response	0.03	5,884	0.3%	6,248	0%	6.19%
<b>PROGRAM TOTALS</b>	<b>10.00</b>	<b>2,111,510</b>	<b>100%</b>	<b>2,178,952</b>	<b>100%</b>	<b>3.2%</b>

*\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget.*

*Therefore, no historical data is available.*

**Programs by Tier**

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Administrative Services fall into Tier 2 and Tier 3 with 48% of the budget allocated to Tier 2.



**Program Descriptions**

Communications: Digital communications include all digital forms of media, such as the website, social media, video production, Channel 21, etc. Digital communications can be internal or external. Also includes communications strategies targeted to the media, the community, and the public at large. Media/external communications work includes issuing press releases, the City pages of the Tukwila Reporter, the City’s social media pages, etc. Media/external communications can be digital and/or print.

Housing: Funding for and approval/referrals to agencies that provide administration of rent/utility financial assistance, shelter, or other housing assistance (including hygiene/clothing tangibles).

Physical/Mental/Dental Well-Being: Funding for and referrals to agencies that provide physical health, mental health and dental services.

Labor Relations: Contract/collective bargaining negotiations. Complaints, grievances, investigations.

Support for Independence: Funding for and referrals to agencies that help people live independently, support empowered decision-making that focuses on stability and self-sufficiency.

Minor Home Repair: Tukwila serves as the fiscal agent for the Minor Home Repair Program for the Cities of Tukwila, SeaTac, Covington and Des Moines. On an annual basis, Tukwila applies for the Federal CDBG funds on behalf of the four cities, that are distributed through King County. None of the cities are large enough to receive a direct allocation. Minor home repair assists very low to moderate income homeowners with repairs addressing conditions such as minor plumbing and electrical issues, and health and safety repairs.

Public Safety Plan: In November 2016, Tukwila voters passed a public safety bond to fund three new fire stations, fire apparatus for 20 years, and a justice center for police and courts. In addition, the City is committing general and utility funds for a new public works facility. The purpose is to replace aging facilities that no longer meet the functional, safety, and regulatory needs of our first responders. The last building is scheduled to be completed in 2022.

HR General Administration: Administrative duties supporting the Human Resources department.

Classification/Compensation: Job descriptions, rep and non-rep.

Recruitment: Recruitment for non-Police and Fire. NeoGov.

Internal Communications: Internal communications includes communications strategies targeted at City employees about internal projects and programs such as finance deadlines, technology updates, records management, etc., and how community facing programs and projects may affect day-to-day work in different departments. Internal Communications can be digital and/or print.

Performance Management/Training: Tracking evaluations; record keeping. Training.

Community Engagement: Community Connectors, future civic engagement projects. Tukwila's Community Connectors Program improves outreach to communities historically underrepresented in civic processes by utilizing members from these communities to act as liaisons from their community to the City and civic processes.

Health & Safety: Accident prevention plan, safety plan. Employee injury/illness reports. Training.

Food Insecurity: Funding for and referrals to agencies that provide food assistance, creation/distribution of emergency snack bags distributed by Human Services.

Policy Development/Compliance: Duties related to the development of Human Resources policies as well as ensuring compliance.

Civil Service Compliance: Recruitment, testing and hiring for Police and Fire.

Benefit Plan Management: Managing health, retirement and other benefits. Claims processing.

Accounts Payable/Budget Preparation: Processing of invoices for payment and preparing and monitoring department biennial budget.

School District: The City values the youth in our community, and desires that they succeed. Programs and partnerships with our local schools include the high school internship program, support for youth workforce development, and college/trade school scholarships, school based mental health support.

Regional Collaboration: In addition to collaborating with other government entities, the City maintains close relationships and partnerships with nonprofit organizations, businesses, and other community groups in the region to provide services to our residents, businesses, and visitors.

Training: Staff development training.

Government Relations: The City works with many other government entities, including the Metropolitan Park District, the Port of Seattle, King County, tribal governments, state and federal governments. These relationships are important to maintain and require strong communication skills and knowledge of laws and regulations to be successful.

Equity: The City has a strong commitment to equity in city government, and they desire that all residents, visitors and employees have the opportunity to reach their full potential. Societal, environmental, and legal factors, both historic and present-day, have resulted in inequitable access to opportunities and services for some individuals and groups of people. To that end, the City has formed an Equity Team that is open to all City employees interested in learning more about equity. The City formed the Equity and Diversity Commission in 1990, now named the Equity and Social Justice Commission. The City has also held several formal and informal trainings on equity issues. Most recently, the City adopted an Equity Policy, and is currently working on developing and implementation plan for that policy.

Tukwila Works: Tukwila works is an online reporting tool that allows residents, businesses, visitors, and employees to report and track non-emergency issues through the City's website or via a smartphone app. Tukwila Works currently tracks the following issue types: Animal Control, Camping, Code Enforcement (both private and public property), Garbage/Debris, Graffiti, Illegal Parking, Overgrown Brush/Trees, Potholes, Rental Property Concerns, Speeding or Traffic Complaints, Stormwater/Sewer Issues, Traffic Signal/Traffic Sign Issues, Tukwila Parks issues, Other. Issues are sent directly to the appropriate City employee and tracked until the issue is closed.

Emergency Preparedness/Response: Time spent preparing for and communicating with the public and employees about emergencies.

### **Budget Change Discussion:**

The Administrative Services Department is new in the 2019-2020 budget and was created out of the merger between an existing department (Human Resources) and a division of the Mayor's Office (Community Services and Engagement). There were no new staff added in the creation of this department.

**Salaries & Benefits** COLA increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement.

**Supplies and Services** Budgeted expenditures were reduced for various line items in an effort to bring them in line with actual expenditure levels. These reductions resulted in 12.2% and 6.8% decrease from the previous budget in supplies and services, respectively.

### Expenditure Summary

<b>Administrative Services</b>									
Expenditures By Type	Actual			Budget			Percent Change		
	2016	2017	Projected	2018	2019	2020	2018-19	2019-2020	
			2018						
Salaries & Wages	\$ 829,539	\$ 893,302	\$ 867,689	\$ 969,965	\$ 957,494	\$ 1,005,702	-1.29%	5.03%	
Personnel Benefits	299,368	326,292	338,846	387,921	377,402	396,636	-2.71%	5.10%	
Supplies	31,957	19,403	27,780	27,205	23,888	23,888	-12.19%	0.00%	
Services	728,803	727,775	730,067	807,103	752,725	752,725	-6.74%	0.00%	
<b>Department Total</b>	<b>\$ 1,889,669</b>	<b>\$ 1,966,773</b>	<b>\$ 1,964,382</b>	<b>\$ 2,192,194</b>	<b>\$ 2,111,509</b>	<b>\$ 2,178,951</b>	<b>-3.68%</b>	<b>3.19%</b>	

<b>Administrative Services</b>									
Expenditures By Type	Actual			Budget			Percent Change		
	2016	2017	Projected	2018	2019	2020	2018-19	2019-2020	
			2018						
Administration	\$ -	\$ -	\$ -	\$ -	\$ 207,345	\$ 221,921	0.00%	7.03%	
Human Resources	647,426	656,847	646,447	728,083	693,636	720,910	-4.73%	3.93%	
Community Services and Engagement	1,242,242	1,309,926	1,317,936	1,464,111	1,210,529	1,236,121	-17.32%	2.11%	
<b>Department Total</b>	<b>\$ 1,889,669</b>	<b>\$ 1,966,773</b>	<b>\$ 1,964,382</b>	<b>\$ 2,192,194</b>	<b>\$ 2,111,509</b>	<b>\$ 2,178,951</b>	<b>-3.68%</b>	<b>3.19%</b>	

### Expenditure Detail - Salaries and Benefits

Salaries are based on actual costs for existing positions and include a cost of living adjustment.

<b>Administrative Services</b>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Deputy City Administrator	0	1	\$ 150,730	\$ 56,615	1	\$ 161,745	\$ 60,176
Human Resources Director	1	1	133,488	53,357	1	143,769	56,781
Human Resources Analyst	2	2	196,747	71,015	2	204,484	74,203
Human Resources Technician	1	1	73,605	32,574	1	75,048	33,774
Community Engagement Manager	1	1	103,229	43,084	1	109,604	45,517
Program Coordinator	0	1	93,772	36,902	1	100,317	39,146
Admin Support Coordinator	3	2	141,826	63,112	2	145,303	65,564
Admin Support Specialist	0	1	53,096	19,654	1	54,432	20,384
Program Manager	2	0	-	-	0	-	-
Extra Labor			11,000	1,090		11,000	1,090
<b>Department Total</b>	<b>10</b>	<b>10</b>	<b>\$ 957,494</b>	<b>\$ 377,402</b>	<b>10</b>	<b>\$ 1,005,702</b>	<b>\$ 396,636</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies include office and meeting supplies, meals and refreshments for meetings; services include, travel, subscriptions and memberships, among others.

<b>Administrative Services</b>						
<b>Account Name</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Salaries	\$ 822,699	\$ 889,492	\$ 861,466	\$ 957,933	\$ 946,494	\$ 994,702
Extra Labor	6,840	3,810	6,223	11,500	11,000	11,000
FICA	59,728	64,943	65,246	70,752	73,260	76,995
Pension	90,384	102,661	111,290	115,015	120,574	126,725
Industrial Insurance	2,585	2,545	2,783	3,903	3,605	3,956
Healthcare	146,672	156,144	159,527	198,251	179,962	188,961
<b>Total Salaries &amp; Benefits</b>	<b>1,128,908</b>	<b>1,219,594</b>	<b>1,206,536</b>	<b>1,357,886</b>	<b>1,334,896</b>	<b>1,402,339</b>
Supplies	\$ 25,426	\$ 19,403	\$ 27,780	\$ 21,705	\$ 23,888	\$ 23,888
<b>Total Supplies</b>	<b>31,957</b>	<b>19,403</b>	<b>27,780</b>	<b>27,205</b>	<b>23,888</b>	<b>23,888</b>
Professional services	\$ 542,241	\$ 519,867	\$ 552,651	\$ 567,045	\$ 567,045	\$ 567,045
Communication	27,168	19,658	31,809	40,050	40,000	40,000
Travel	4,105	8,044	5,509	7,500	6,500	6,500
Advertising	6,541	3,170	6,526	11,250	8,500	8,500
Operating leases	7,653	8,170	13,439	9,108	7,500	7,500
Repair and maintenance	2,790	2,994	18,267	17,500	9,230	9,230
Miscellaneous	138,304	165,871	101,866	154,650	113,950	113,950
<b>Total Services</b>	<b>728,803</b>	<b>727,775</b>	<b>730,067</b>	<b>807,103</b>	<b>752,725</b>	<b>752,725</b>
<b>Total Parks and Recreation</b>	<b>1,889,669</b>	<b>1,966,773</b>	<b>1,964,382</b>	<b>2,192,194</b>	<b>2,111,509</b>	<b>2,178,952</b>

**DEPARTMENT:** Administrative Services (04)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rachel Bianchi

**DIVISION:** Administration  
**FUND NUMBER:** 000  
**POSITION:** Deputy City Administrator

**Description**

The Administrative Services department provides communications, human services, community engagement and human resources services to the Tukwila community. The department supports the work of other City departments in these efforts and leads inter-departmental efforts on a variety of special issues and projects, including the City’s Public Safety Plan.

**Expenditure Summary**

<i>Administrative Services - Administration</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-2020
Salaries & Wages	\$ -	\$ -		\$ -	\$ 150,730	\$ 161,745	0.00%	7.31%
Personnel Benefits	-	-		-	56,615	60,176	0.00%	6.29%
Supplies	-	-		-	-	-	0.00%	0.00%
Services	-	-		-	-	-	0.00%	0.00%
<b>Department Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 207,345</b>	<b>\$ 221,921</b>	<b>0.00%</b>	<b>7.03%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment.

<i>Administrative Services -Administration</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Deputy City Administrator	0	1	\$ 150,730	\$ 56,615	1	\$ 161,745	\$ 60,176
<b>Department Total</b>	<b>0</b>	<b>1</b>	<b>\$ 150,730</b>	<b>\$ 56,615</b>	<b>1</b>	<b>\$ 161,745</b>	<b>\$ 60,176</b>

**DEPARTMENT:** Administrative Services (04)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rachel Bianchi

**DIVISION:** Human Resources  
**FUND NUMBER:** 000  
**POSITION:** Deputy City Administrator

**Description**

Human Resources provides internal support services in the areas of classification/compensation, benefit administration, labor and employee relations, civil service, recruitment and hiring, performance management, organizational development, training and professional development.

**Expenditure Summary**

<i>Administrative Services - Human Resources</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-2020
Salaries & Wages	\$ 403,941	\$ 401,717	\$ 381,199	\$ 419,405	\$ 409,840	\$ 429,301	-2.28%	4.75%
Personnel Benefits	135,420	137,269	135,225	164,728	157,540	165,354	-4.36%	4.96%
Supplies	9,337	12,861	8,083	11,017	7,700	7,700	-30.11%	0.00%
Services	98,729	105,000	121,940	132,933	118,555	118,555	-10.82%	0.00%
<b>Department Total</b>	<b>\$ 647,426</b>	<b>\$ 656,847</b>	<b>\$ 646,447</b>	<b>\$ 728,083</b>	<b>\$ 693,636</b>	<b>\$ 720,910</b>	<b>-4.73%</b>	<b>3.93%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Administrative Services - Human Resources</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Human Resources Director	1	1	\$ 133,488	\$ 53,357	1	\$ 143,769	\$ 56,781
Human Resources Analyst	2	2	196,747	71,015	2	204,484	74,203
Human Resources Technician	1	1	73,605	32,574	1	75,048	33,774
Extra Labor			6,000	595		6,000	595
<b>Department Total</b>	<b>4</b>	<b>4</b>	<b>\$ 409,840</b>	<b>\$ 157,540</b>	<b>4</b>	<b>\$ 429,301</b>	<b>\$ 165,354</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies include office and safety supplies, meals and refreshments for meetings; services include labor relations professional services, employee assistance program, public safety testing, software maintenance, equipment repair, travel, subscriptions and memberships, among others.

<b>Administrative Services - Human Resources</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
000.04.518.100.31.00	Supplies - Office	\$ 6,918	\$ 9,629	\$ 4,199	\$ 6,917	\$ 5,500	\$ 5,500
000.04.518.100.31.02	Supplies - Safety	906	1,003	104	1,500	1,000	1,000
000.04.518.110.31.00	Supplies -Office and Operating	122	675	389	1,000	500	500
000.04.518.110.31.43	Supplies - Meals and Refreshments	1,390	1,554	3,392	1,600	700	700
<b>Total Supplies</b>		<b>9,337</b>	<b>12,861</b>	<b>8,083</b>	<b>11,017</b>	<b>7,700</b>	<b>7,700</b>
000.04.518.100.41.00	Prof Svcs - Misc training, investigations, and background check and fees	34,676	3,805	20,022	30,000	30,000	30,000
000.04.518.100.41.02	Prof Svcs - General safety and training	600	4,085	2,426	2,500	1,000	1,000
000.04.518.100.41.03	Prof Svcs - Labor relations, negotiations/mediations for bargaining units and potential grievances and/or Civil Service hearings	10,108	47,287	39,823	25,000	25,000	25,000
000.04.518.100.41.04	Prof Svcs - Employee Assistance Program	8,790	4,768	6,801	9,075	9,075	9,075
000.04.518.100.41.05	Prof Svcs - NEOGOV Software	8,550	-	9,500	9,500	13,000	13,000
000.04.518.100.42.00	Communication - Postage	-	-	50	50	-	-
000.04.518.100.43.00	Travel - Meals, Parking, Mileage, Lodging for WAPELRA and NPELRA	943	1,234	1,354	3,000	2,000	2,000
000.04.518.100.44.00	Advertising - Advertising job openings	6,541	3,133	5,576	6,000	3,500	3,500
000.04.518.100.45.00	Rental - Rentals/leases	2,087	2,328	1,593	2,108	500	500
000.04.518.100.48.00	R&M - Eden software, copier maintenance	2,790	2,994	11,229	15,500	7,230	7,230
000.04.518.100.49.00	Misc - Citywide anti-harassment training	(160)	8,609	-	-	-	-
000.04.518.100.49.01	Misc - Annual memberships for various organizations	856	972	630	1,200	1,000	1,000
000.04.518.100.49.02	Misc - Printing of department forms and new employee packets	123	-	-	500	-	-
000.04.518.100.49.03	Misc - Registrations for conferences and training	598	2,395	2,000	2,000	2,000	2,000
000.04.518.110.41.00	Prof Svcs - Public Safety Testing quarterly fees, Promotional Testing Fees, Legal Fees	20,578	20,252	20,184	22,500	20,500	20,500
000.04.518.110.44.00	Advertising - Advertising for non-commissioned, lateral police and firefighters positions	-	-	-	250	-	-
000.04.518.110.45.00	Rental - Room rentals and other expenses for testing for non-commissioned positions	1,650	2,785	-	3,000	3,000	3,000
000.04.518.110.49.00	Misc - Conference registration for Commissioners	-	354	751	750	750	750
<b>Total Services</b>		<b>98,729</b>	<b>105,000</b>	<b>121,940</b>	<b>132,933</b>	<b>118,555</b>	<b>118,555</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 108,066</b>	<b>\$ 117,861</b>	<b>\$ 130,023</b>	<b>\$ 143,950</b>	<b>\$ 126,255</b>	<b>\$ 126,255</b>

**DEPARTMENT:** Administrative Services (04)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Rachel Bianchi

**DIVISION:** Community Services and Engagement  
**FUND NUMBER:** 000  
**POSITION:** Deputy City Administrator

**Description**

The mission of Community Services and Engagement is to support the well-being of Tukwila’s residents by assisting residents to access human services; funding programs to address prioritized gaps and needs; leveraging community resources and partnerships; and working regionally to generate solutions that contribute to a thriving community. The office also manages a Minor Housing Repair program.

The Division is also responsible for ensuring accurate, timely, and effective communications with Tukwila’s residents, businesses, visitors, and employees, as well as the media. The Community Services and Engagement supports every City department to inform stakeholders of key issues and events, and to help find and tell the great stories within the City of Tukwila. Serving a diverse community, the Division ensures a broad use of communication methods and encourages two-way communications and feedback, with the goal of encouraging a true conversation within our community.

**Expenditure Summary**

<b>Administrative Services - Community Services and Engagement</b>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-2020
Salaries & Wages	\$ 425,598	\$ 491,585	\$ 486,490	\$ 550,560	\$ 396,923	\$ 414,656	-27.91%	4.47%
Personnel Benefits	163,949	189,024	203,622	223,193	163,247	171,107	-26.86%	4.81%
Supplies	22,621	6,542	19,697	16,188	16,188	16,188	0.00%	0.00%
Services	630,075	622,775	608,127	674,170	634,170	634,170	-5.93%	0.00%
<b>Department Total</b>	<b>\$ 1,242,242</b>	<b>\$ 1,309,926</b>	<b>\$ 1,317,936</b>	<b>\$ 1,464,111</b>	<b>\$ 1,210,529</b>	<b>\$ 1,236,121</b>	<b>-17.32%</b>	<b>2.11%</b>

**Expenditure Detail - Salaries and Benefits**

<b>Administrative Services - Community Services and Engagement</b>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Community Engagement Manager	1	1	\$ 103,229	\$ 43,084	1	\$ 109,604	\$ 45,517
Program Coordinator	0	1	93,772	36,902	1	100,317	39,146
Admin Support Coordinator	3	2	141,826	63,112	2	145,303	65,564
Admin Support Specialist	0	1	53,096	19,654	1	54,432	20,384
Program Manager	2	0	-	-	0	-	-
Extra Labor			5,000	496		5,000	496
<b>Department Total</b>	<b>6</b>	<b>5</b>	<b>\$ 396,923</b>	<b>\$ 163,247</b>	<b>5</b>	<b>\$ 414,656</b>	<b>\$ 171,107</b>

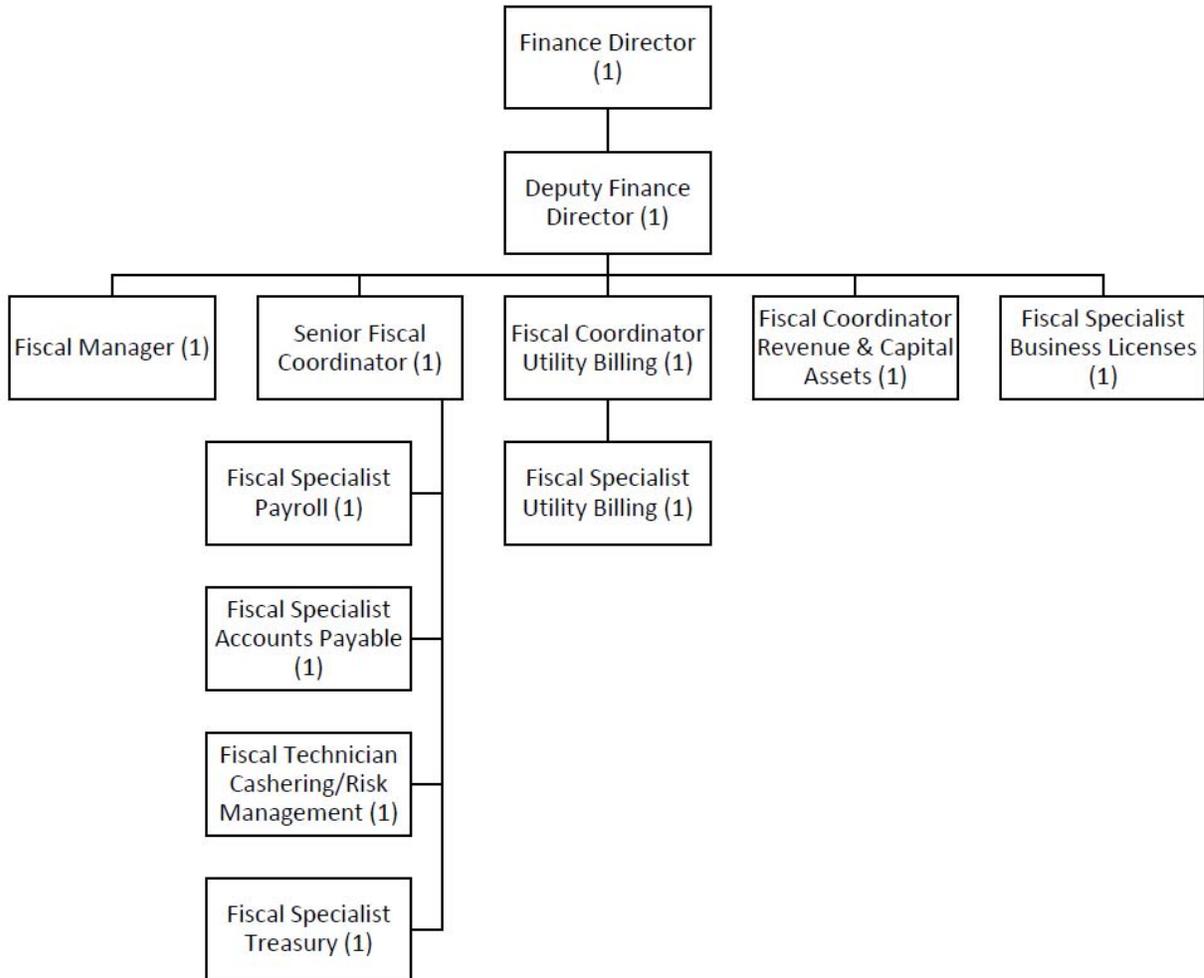
**Expenditure Detail – Supplies, Services and Other**

<b>Administrative Services - Community Services and Engagement</b>							
<b>Account Number</b>		<b>Actual</b>			<b>Budget</b>		
		<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
000.03.518.110.31.00	Supplies - Office & Operating	\$ 15,017	\$ 4,914	\$ 14,197	\$ 9,000	\$ 10,688	\$ 10,688
000.03.518.110.35.00	Supplies - Human Services	6,532	-	-	5,500	-	-
000.03.557.201.31.00	Small Tools & Minor Equipment - Video equipment, etc.	1,072	1,628	5,500	1,688	5,500	5,500
<b>Total Supplies</b>		<b>22,621</b>	<b>6,542</b>	<b>19,697</b>	<b>16,188</b>	<b>16,188</b>	<b>16,188</b>
000.03.518.110.41.00	Prof Svcs - Website assistance	3,250	30,739	30,424	35,000	35,000	35,000
000.03.518.110.42.00	Communication - Postage, translation, etc.	27,168	19,658	31,759	40,000	40,000	40,000
000.03.518.110.43.00	Travel -Mileage, parking, other travel for events	2,920	6,792	3,626	4,000	4,000	4,000
000.03.518.110.44.00	Advertising - Tukwila Reporter	-	38	950	5,000	5,000	5,000
000.03.518.110.45.00	Rental - Video equipment	3,916	3,057	11,845	4,000	4,000	4,000
000.03.518.110.48.00	R&M - Misc equipment as needed	-	-	7,038	2,000	2,000	2,000
000.03.518.110.49.00	Misc - Memberships, training and workshops	15,537	20,718	10,364	5,000	5,000	5,000
000.03.518.110.49.01	Misc - Memberships, dues and subscriptions	50	-	2,000	8,000	8,000	8,000
000.03.518.110.49.03	Misc - Printing and Binding	5,959	112	-	-	-	-
000.03.518.110.49.05	Misc - Registrations	590	2,920	1,783	2,000	2,000	2,000
000.03.557.201.41.00	Prof Svcs - <u>Information and Referral</u> : crisis lines, capacity building; <u>Positive and Healthy Relationships</u> : mental health counseling, substance abuse, sexual abuse, family support services; <u>Support for Self-Sufficiency</u> : aging in place, legal support eviction prevention, neighborhood legal clinics; <u>Safety Net</u> : homeless shelters, domestic violence support services, food banks, medical, dental, financial eviction prevention.	455,690	408,932	423,470	433,470	433,470	433,470
000.03.557.201.43.00	Travel - Parking for various meetings - regional and sub-regional	243	18	529	500	500	500
000.03.557.201.49.00	Misc - Associations, registrations, professional development, translation, childcare	660	407	4,530	4,700	4,700	4,700
000.03.557.201.49.01	Misc - Human Services Commission mtgs, food, program registrations, materials	-	-	500	500	500	500
000.03.557.202.49.01	Misc - CDBG pass through funding for minor home repair program	114,092	129,385	79,309	130,000	90,000	90,000
<b>Total Services</b>		<b>630,075</b>	<b>622,775</b>	<b>608,127</b>	<b>674,170</b>	<b>634,170</b>	<b>634,170</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 652,695</b>	<b>\$ 629,317</b>	<b>\$ 627,824</b>	<b>\$ 690,358</b>	<b>\$ 650,358</b>	<b>\$ 650,358</b>



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# Finance



**DEPARTMENT:** Finance (05)

**FUND:** General

**RESPONSIBLE MANAGER:** Peggy McCarthy

**FUND NUMBER :** 000

**POSITION:** Finance Director

### Description

The Finance department provides an array of services that include financial data processing, treasury cash control, utility billing and collection, payroll, accounts payable, accounts receivable, business licenses, preparation of the biennial budget and Comprehensive Annual Financial Report (CAFR), and risk management.

The Finance Department also serves as liaison to the State Auditor's Office during the annual audit of the City's compliance with legal and financial reporting requirements.

### 2017-2018 Accomplishments

- ◆ Implemented an IVR (internet voice recognition) system so customers can pay their utility bills using their phone 24/7; also instituted a phone call routing system (phone tree) so phone calls are received by the appropriate staff more expeditiously. **Strategic Goal 4**
- ◆ Reduced the cashiering front counter hours so the Finance Team can meet together weekly – promoting communication and teamwork and allowing the cashier to “cash out” the two cashiering stations by the end of the business day. **Strategic Goal 4**
- ◆ Two City facing SharePoint sites were established – one, Financial Reporting, for monthly budget to actual reports for departmental and general fund transactions and balances; and another, Accounts Payable, for bi-monthly departmental expenditure reports posted after each check run, and other related purchasing information. **Strategic Goal 4**
- ◆ The basis for the business license fee calculation was changed from full time equivalent (FTE) employee hours to a per employee basis. Legislative work was accomplished in a short time frame. This change has been well received by the business community. **Strategic Goal 4**
- ◆ Managed the park and fire impact fees update process resulting in new rates, better defined rate categories and a rate model to facilitate future updates. **Strategic Goal 4**
- ◆ An \$8.2 million bond was issued to finance residential street projects and the \$2.25 million short term urban renewal debt was refinanced – all at competitive interest rates. **Strategic Goal 4**
- ◆ A \$20 million bond was issued to finance the Public Works Shops portion of the Public Safety Plan; the City's AA stable credit rating by the S&P rating agency was affirmed. **Strategic Goal 4**
- ◆ The initial stages of Priority Based Budgeting were implemented. **Strategic Goal 4**
- ◆ A new forecasting model, Whitebirch, was acquired and is being used for long range financial planning. **Strategic Goal 4**

- ◆ Several financial scenarios, referred to as financial frameworks, were developed for the Public Safety Plan to assist in decision making on scope, timing and funding of the project. **Strategic Goal 4**
- ◆ Reporting to the Public Safety Plan Financial Oversight Committee was established and continues as an ongoing commitment to the City's transparency. **Strategic Goal 4**
- ◆ Front counter glass was installed to improve security and safety. **Strategic Goal 4**
- ◆ Managed a 30% staff turnover partially due to retirements and hired three new full- time staff. **Strategic Goal 4**
- ◆ Transitioned billing for surface water services to King County to increase collections and create efficiencies. **Strategic Goal 4**
- ◆ Instituted monthly departmental expenditure reporting to the City Council. **Strategic Goal 4**
- ◆ Financial audit completed with no findings and no management letter items. GFOA award for financial statement preparation received. **Strategic Goal 4**
- ◆ Created and distributed a tri-fold pamphlet, "A Simple Guide to Finance Department Services" which has been replicated by several departments. **Strategic Goal 4**
- ◆ Conducted two lean trainings led by the State Auditor Office – one on Risk Management practices and one on the Cash Receipting / Banking process. **Strategic Goal 4**
- ◆ Finance Team received the Citywide Teamwork in Action Award. **Strategic Goal 4**

#### 2019-2020 Outcome Goals

- ◆ Support outreach and successfully administer new revenue streams and/or manage increases in existing revenue streams. **Strategic Goal 4**
- ◆ Transition business license administration to the State system. **Strategic Goal 4**
- ◆ Upgrade of work area. **Strategic Goal 4**
- ◆ Continued refinement of the Priority Based Budgeting and the Whitebirch forecasting model. **Strategic Goal 4**
- ◆ Issue the remainder of the voted debt and up to \$25 million in limited tax general obligation (LTGO) debt in support of the Public Safety Plan. **Strategic Goal 4**
- ◆ Issue Banking Services RFP to secure a new banking contract. **Strategic Goal 4**
- ◆ Further digitize the financial processes including going paperless for daily cash receipt packets, accounts payable processing and journal entry processing and storage. **Strategic Goal 4**

- ◆ Enhance grant accounting services. **Strategic Goal 4**
- ◆ Complete arbitrage calculations in compliance with Internal Revenue Service regulations. **Strategic Goal 4**
- ◆ Review for potential modification the indirect cost allocation model. **Strategic Goal 4**
- ◆ Revise the City's financial chart of accounts to help facilitate financial reporting and Priority Based Budgeting. **Strategic Goal 4**
- ◆ Establish convenience fee for processing telephone payments. **Strategic Goal 4**
- ◆ Analyze establishment of a convenience fee for processing all Finance related credit card transactions. **Strategic Goal 4**
- ◆ Improve the budgeting process by more fully utilizing the current EDEN budget software or by other means. **Strategic Goal 4**
- ◆ Utilize the EDEN capital asset module to track and account for the City's capital assets converting records from existing Excel platform. **Strategic Goal 4**
- ◆ Research and consider billing for water and sewer services every other month rather than monthly to create efficiencies and reduce costs. **Strategic Goal 4**
- ◆ Research and consider implementing a new utility billing system. **Strategic Goal 4**
- ◆ Subject to bargaining, change the payroll pay dates to accommodate implementation of new timekeeping systems, Telestaff and Lucity. **Strategic Goal 4**
- ◆ Establish and document a fleet funding policy. **Strategic Goal 4**
- ◆ Accrue tax revenue on a monthly or quarterly basis to improve financial reporting and analysis. **Strategic Goal 4**
- ◆ Update utility shut-off process by using printed notices in place of handwritten notices. Explore possibility of mailing notices instead of using door hangers. **Strategic Goal 4**

#### 2019-2020 Indicators of Success

- ◆ Institute new revenue stream or increases to existing revenue streams.
- ◆ Support the Public Safety Plan by issuing the remainder of voted debt and additional councilmanic debt.
- ◆ Streamline processes by implementing Tyler Cashiering System, incorporating new banking features and converting daily cash receipt packets from paper to electronic.

**Performance Measures**

<i>Finance</i>					
	Actual		Estimated	Projected	
	2016	2017	2018	2019	2020
Number and value of transactions processed at the front counter	31,789 35,396,980	30,108 36,172,422	31,000 38,000,000	31,000 39,000,000	31,000 40,000,000
Accounts payable transactions processed annually	14,916	15,555	16,221	16,916	17,640
Number of water, sewer, and surface water bills mailed	43,650	44,035	44,435	30,000 <sup>(a)</sup>	30,000 <sup>(a)</sup>
Shut-off notices distributed annually	410	456	434	450	450
Approximate number of payroll transactions	10,995	11,205	11,419	11,637	11,859
Number of bank account entries recorded or reconciled annually	17,582	18,003	18,434	18,875	19,327
Number of business licenses processed	2,857	3,647	3,700	3,753	3,864

*(a) A reduction of approximately 10,000 bills is expected when surface water billing is transferred to King County*

**Budget Change Discussion:**

**Salaries and Benefits** COLA and step increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement. Extra labor was decreased to more accurately reflect historical usage. Additionally, the Treasury Specialist position will be reconsidered for recruitment in the fourth quarter of 2018.

**Supplies and Services** Claims and Judgements and Professional Memberships were reduced in order to bring the budget for each more closely in line with historical trends. The department also seeks to reduce expenditures for travel, credit card fees, office supplies, and various communications expenses.

**Department Detail:**

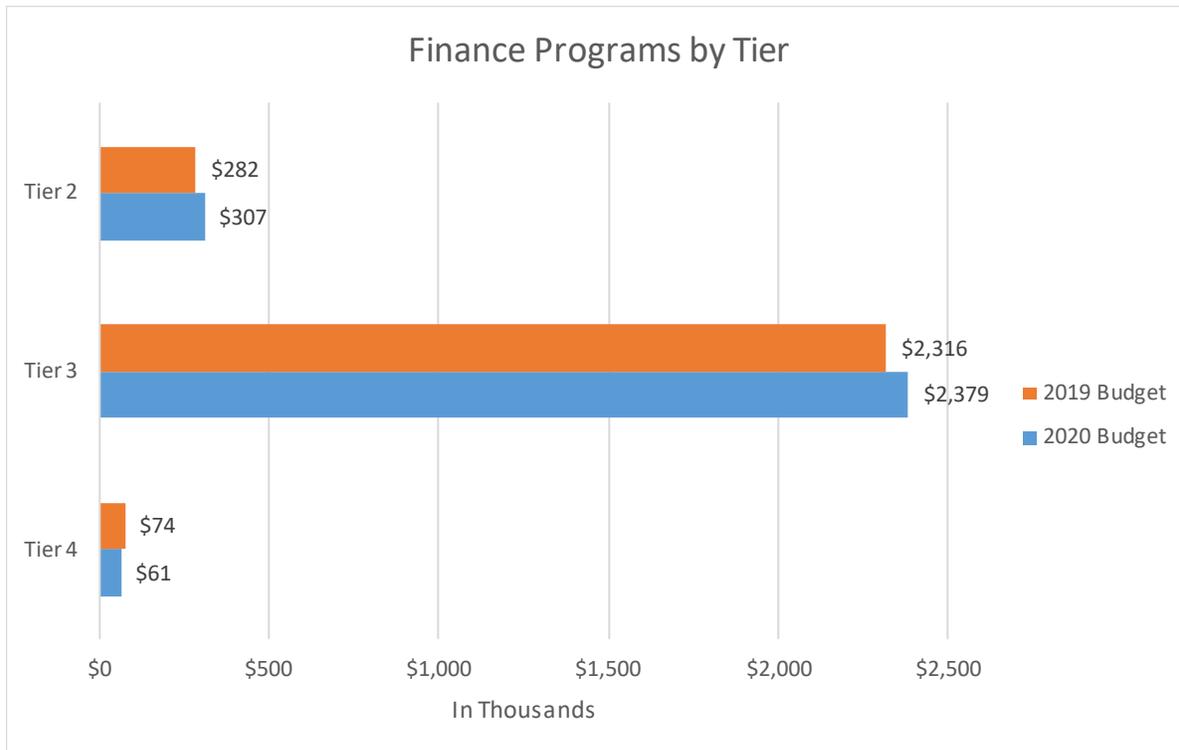
**Staffing and Expenditure by Program**

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
Insurance & Risk Management	0.33	759,706	28.4%	775,811	28.2%	2.12%
Financial Reporting/CAFR/Audit	0.75	218,804	8.2%	229,105	8.3%	4.71%
Utility Billing	1.70	210,949	7.9%	216,301	7.9%	2.54%
Cashiering/Treasury/Banking/Unclaimed Property	1.12	209,676	7.8%	213,696	7.8%	1.92%
Payroll & Benefit Administration	1.37	196,636	7.4%	203,803	7.4%	3.6%
Accounts Payable/Juror Payments/CTR/SCORE/Valley Com	1.46	182,024	6.8%	188,300	6.9%	3.45%
Business License Administration	1.05	124,948	4.7%	61,459	2.2%	-50.81%
Budget Preparation	0.67	123,022	4.6%	143,213	5.2%	16.41%
Administration/Communication/Team building	0.37	75,381	2.8%	77,097	2.8%	2.28%
Debt Management	0.30	67,523	2.5%	54,438	2.0%	-19.38%
Financial Reporting & Analysis for Departments	0.31	63,362	2.4%	67,061	2.4%	5.84%
GL/Eden Administration	0.24	59,329	2.2%	67,174	2.4%	13.22%
Accounts Receivable/Misc. Billings/LID	0.38	51,449	1.9%	55,324	2.0%	7.53%
Grant Accounting	0.37	50,967	1.9%	72,809	2.7%	42.86%
Sales & Other Taxes	0.30	50,947	1.9%	96,838	3.5%	90.07%
Public Safety Plan	0.30	48,928	1.8%	51,216	1.9%	4.68%
Capital Asset Accounting	0.27	42,762	1.6%	49,600	1.8%	15.99%
Investment/Cash Management/reporting	0.30	40,020	1.5%	41,522	1.5%	3.75%
Indirect Cost Allocation	0.12	33,489	1.3%	19,620	0.7%	-41.41%
Long-Range Financial Planning Model	0.10	33,096	1.2%	33,826	1.2%	2.21%
Training & Development	0.18	26,498	1.0%	27,197	1.0%	2.64%
Emergency Preparedness	0.01	1,678	0.1%	1,773	0.1%	5.66%
<b>PROGRAM TOTALS</b>	<b>12.00</b>	<b>2,671,195</b>	<b>100%</b>	<b>2,747,185</b>	<b>100%</b>	<b>2.8%</b>

*\*Priority Based Budgeting was implemented beginning with the 2019 - 2020 biennium budget. Therefore, no historical data is available.*

### Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Finance fall into the Tiers 2 – 4 with 87% of the budget allocated to Tier 3.



### Program Descriptions

**Insurance and Risk Management:** Maintain adequate insurance coverage for liabilities, property, and employee errors & omissions. Review claims and file reports as needed.

**Financial Reporting/CAFR/Audit:** Preparation and review of annual comprehensive annual financial report, work with State Auditor, continuing disclosure on EMMA.

**Utility Billing:** Provides support to the water, sewer, and surface water management departments. Provides all aspects of billing services, leak adjustments, financial reporting, etc.

**Cashiering/Treasury/Banking/Unclaimed Property:** This program encompasses daily cash management functions of the city including cash receipting, monitoring banking activity, bank reconciliation, and reporting of unclaimed property.

**Payroll and Benefit Administration:** Provide payroll preparation and processing to all City employees, administer LEOFF 1 pension plan.

Accounts Payable/Juror Payments/CTR/SCORE/Valley Com: Portions of the accounts payable function is decentralized. Departments review, code, and approve invoices for payment. The Finance department processes invoices for payment, reviews department coding, and issues 1099s. Juror payments are handled in conjunction with jury trials. Commute trip reduction incentives are replenished monthly.

Business License Administration: Issue and renew business licenses, provide customer service to both internal and external customers, review and route applications to other departments for review before issuing licenses.

Budget Preparation: Facilitate development of the biennial budget, review and file budget with State Auditor. Process budget amendments.

Administration/Communication/Team Building: Attend Admin Team meetings, plan for and attend Finance Team meetings, engage in team building, visioning and strategies including continuous work on the strategic plan. Prepare various communications and reports.

Debt Management: Support judicious borrowing by the City within the framework of its written debt management policy. Finance coordinates with bond attorneys, rating agencies and other financial professionals and provides required reporting and disclosures to the State and investors.

Financial Reporting and Analysis for Departments: Prepare various monthly financial reports for department use.

GL/Eden Administration: Administer and maintain all aspects of the Eden financial accounting system including users, GL codes, PA codes, etc.

Accounts Receivable/Misc. Billings/LID: Tracks and reports outstanding balances owed to the City. Maintains Local Improvement District #33 database and manages annual assessment billing.

Grant Accounting: This is a decentralized function. The Finance department reviews grant accounting from departments, records receipt of funds, and performs year-end reconciliation.

Sales and Other Taxes: Track and research tax revenue – sales tax, property tax, utility taxes, gambling tax, admissions tax, parking tax, real estate excise tax and others – to ensure amounts owed the City are received by the City; analyze trends relative to economic activity to forecast future receipts. Stay apprised of new developments and make recommendations for increases. Review and update data in preparation of financial reporting purposes.

Public Safety Plan: Provide reporting, issue debt specific to the voter-approved public safety plan.

Capital Asset Accounting: Monitor, review and update capital asset records and transactions in preparation of financial reporting purposes including computation of depreciation.

Investment/Cash Management/Reporting: Manage City-wide funds for safety, liquidity and to earn a market return commensurate with investment policy benchmarks. Maintain and update investment policy and investment plan as needed.

Indirect Cost Allocation: Identify costs that should be shared or allocated among departments; design a methodology to allocate these costs in compliance with Budgeting, Accounting, Reporting System (BARS) and other authoritative guidance (GAAP). Ensure the costs are allocated each year.

Long-Range Financial Planning Model: Update long-range model to ensure sound financial decisions are made.

Training and Development: Ongoing training to ensure staff maintains skill levels necessary to excel in their positions.

Emergency Preparedness: Minimum training levels maintained, safety policies are complied with, emergency kits and equipment maintained, and exercises to test preparedness.

**Expenditure Summary**

<i>Finance</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 993,607	\$ 1,055,190	\$ 1,070,965	\$ 1,143,844	\$ 1,162,381	\$ 1,202,770	1.62%	3.47%
Personnel Benefits	376,194	416,263	423,361	470,776	456,842	476,144	-2.96%	4.23%
Supplies	32,309	20,280	45,427	24,000	23,100	23,100	-3.75%	0.00%
Services	735,518	916,336	1,058,201	1,094,396	1,028,872	1,045,171	-5.99%	1.58%
<b>Department Total</b>	<b>\$ 2,137,628</b>	<b>\$ 2,408,087</b>	<b>\$ 2,597,954</b>	<b>\$ 2,733,016</b>	<b>\$ 2,671,195</b>	<b>\$ 2,747,185</b>	<b>-2.26%</b>	<b>2.84%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<i>Finance</i>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Finance Director	1	1	\$ 159,004	\$ 49,120	1	\$ 162,168	\$ 50,472
Deputy Finance Director	1	1	132,511	45,028	1	135,108	46,289
Fiscal Manager	0	1	110,800	38,757	1	118,704	41,197
Senior Fiscal Coordinator	1	1	100,826	37,296	1	108,008	39,618
Fiscal Coordinator	3	2	202,673	68,502	2	211,589	71,713
Fiscal Specialist	5	5	371,923	179,904	5	381,314	187,119
Fiscal Support Technician	1	1	49,644	34,767	1	50,879	36,268
Extra Labor			25,000	2,478		25,000	2,478
Overtime			10,000	991		10,000	991
<b>Department Total</b>	<b>12</b>	<b>12</b>	<b>\$1,162,381</b>	<b>\$ 456,842</b>	<b>12</b>	<b>\$1,202,770</b>	<b>\$ 476,144</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies include miscellaneous office supplies; services include annual audit fees, liability insurance, software maintenance costs, travel, claims and judgments, subscriptions, and memberships, among others.

<i>Finance</i>							
Account Number	Actual			Budget			
	2016	2017	Projected	2018	2019	2020	
			2018				
000.05.514.230.31.00	Supplies - Office	\$ 26,306	\$ 16,378	\$ 39,950	\$ 19,000	\$ 18,100	\$ 18,100
000.05.514.230.35.00	Small Tools & Equipment - Equipment to improve functionality and processes	6,003	3,902	5,477	5,000	5,000	5,000
<b>Total Supplies</b>		<b>32,309</b>	<b>20,280</b>	<b>45,427</b>	<b>24,000</b>	<b>23,100</b>	<b>23,100</b>
000.05.514.230.41.00	Prof Svcs - Annual audit from State of WA Auditor's Office, Consultant in 2019 for arbitrage calculations, indirect cost allocation and in 2020 for budget and fixed asset Eden modules or new software, Crystal Reporting	138,681	273,471	154,397	165,000	186,000	186,000
000.05.514.230.41.01	Prof Svcs - Microflex sales tax auditing program	1,685	1,320	5,000	5,000	-	-
000.05.514.230.42.00	Communications - Postage, delivery service, internet card	56	479	480	1,000	600	600
000.05.514.230.43.00	Travel - Meals, parking, mileage for WFOA, PSFOA, software training	4,591	9,065	8,402	10,000	8,000	8,000
000.05.514.230.45.00	Rental - Copier lease	3,284	3,002	1,014	3,500	3,500	3,500
000.05.514.230.46.00	Insurance - Boiler and machinery	7,571	8,356	6,437	13,100	8,100	8,100
000.05.514.230.46.01	Insurance - Liability, crime and fidelity	330,968	345,106	389,236	385,996	386,772	400,309
000.05.514.230.48.00	R&M - Folding machine, other equipment, vault, Eden software annual maintenance	59,781	147,712	77,777	68,900	78,900	81,662
000.05.514.230.49.00	Misc - Annual memberships, GFOA, WFOA, armor car service, registrations	18,097	27,090	67,942	45,900	25,000	25,000
000.05.514.230.49.03	Misc - Claims & judgments	160,514	89,100	334,702	382,000	320,000	320,000
000.05.514.230.49.08	Misc - PPI credit card fees	10,291	11,636	12,813	14,000	12,000	12,000
<b>Total Services</b>		<b>735,518</b>	<b>916,336</b>	<b>1,058,201</b>	<b>1,094,396</b>	<b>1,028,872</b>	<b>1,045,171</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 767,827</b>	<b>\$ 936,634</b>	<b>\$ 1,103,628</b>	<b>\$ 1,118,396</b>	<b>\$ 1,051,972</b>	<b>\$ 1,068,271</b>

**DEPARTMENT:** Non-Departmental Expenses (20)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Peggy McCarthy

**FUND NUMBER:** 000  
**POSITION:** Finance Director

**Description**

This department had been utilized to pay unemployment claims for General Fund employees, pay City-wide insurance assessments and claims and judgments through 2012. These are now budgeted in Finance. General transfers to other funds are recorded here.

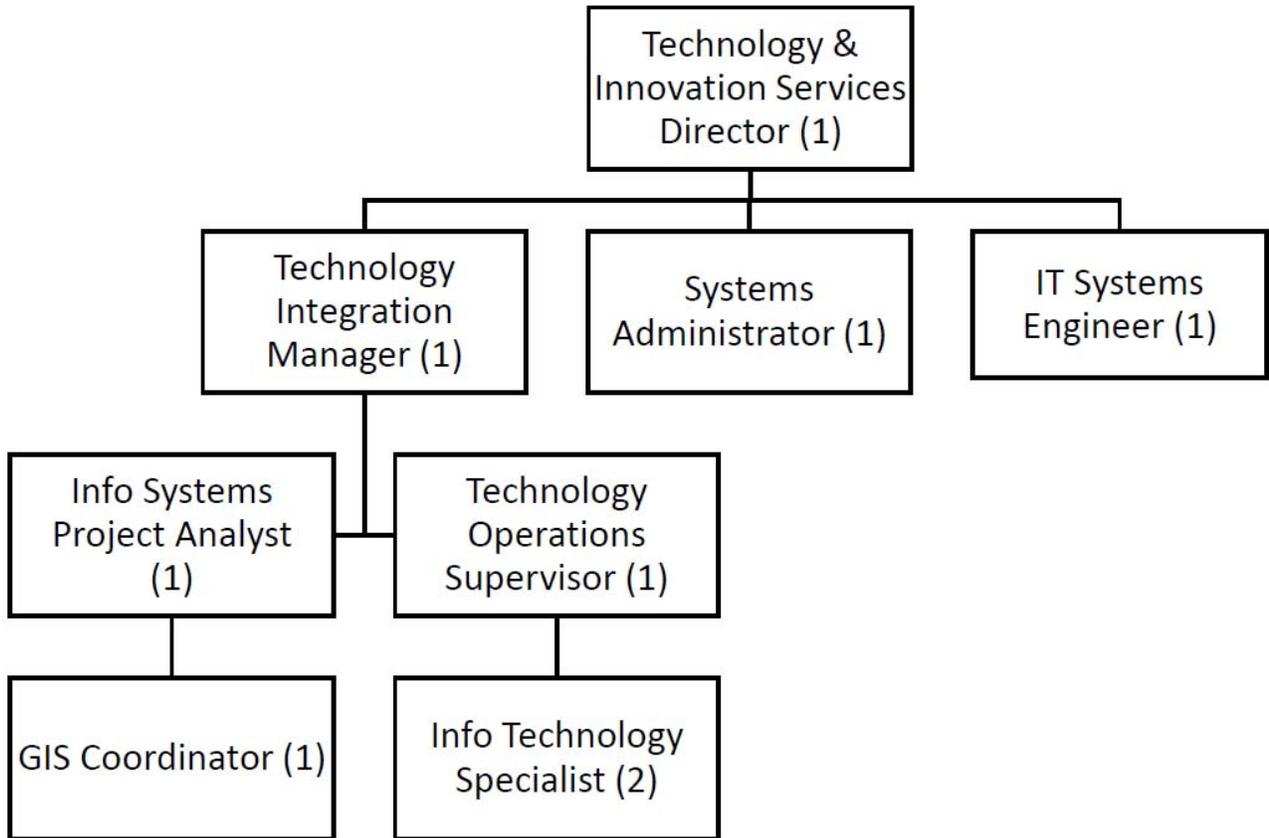
<i>Department 20</i>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
00 Transfers Out	\$ 4,759,513	\$ 5,518,211	\$ 5,059,776	\$ 9,470,580	\$ 6,362,029	\$ 5,419,140	-32.82%	-14.82%
<b>Department Total</b>	<b>\$ 4,759,513</b>	<b>\$ 5,518,211</b>	<b>\$ 5,059,776</b>	<b>\$ 9,470,580</b>	<b>\$ 6,362,029</b>	<b>\$ 5,419,140</b>	<b>-32.82%</b>	<b>-14.82%</b>

<i>TRANSFERS OUT -- From the General Fund to the Following Funds</i>							
	Actual			Budget			
	2016	2017	Projected 2018	2018	2019	2020	
103 Residential Street	\$ 200,000	\$ -	\$ -	\$ -	\$ 1,300,000	\$ 100,000	
104 Arterial Street	751,000	1,800,000	-	3,000,000	450,000	1,000,000	
105 Contingency	433,682	180,715	92,672	-	58,568	210,000	
2** Debt Service	2,874,831	2,773,452	3,378,914	5,848,580	4,033,861	3,587,190	
301 Land & Park Acquisition	-	122,190	88,190	122,000	19,600	21,950	
303 General Government Improvements	200,000	200,000	200,000	200,000	200,000	200,000	
306 City Facilities (PW Shops)	-	141,854	1,000,000	-	-	-	
411 Golf Course	300,000	300,000	300,000	300,000	300,000	300,000	
611 Firemen's Pension	-	-	-	-	-	-	
<b>TOTAL</b>	<b>\$ 4,759,513</b>	<b>\$ 5,518,211</b>	<b>\$ 5,059,776</b>	<b>\$ 9,470,580</b>	<b>\$ 6,362,029</b>	<b>\$ 5,419,140</b>	



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### Technology & Innovation Services



**DEPARTMENT:** Technology Services (12)  
**FUND:** General  
**RESPONSIBLE MANAGER:** Joseph Todd

**FUND NUMBER:** 000  
**POSITION:** TIS Director

## Description

The Technology Services (TS) Department provides support for the City's information and communication infrastructure to assist the City in delivering the highest quality services and information for internal and external customers in an efficient, effective and fiscally responsible manner. The TS Department oversees all technology systems for the City, including the City's network, system administration, computer hardware and software and telecommunications – both internal VoIP phone system and mobile phones/devices.

## 2017-2018 Accomplishments

- ◆ Implemented Dual factor authentication for Police. **Strategic Goal 4.**
- ◆ Created transparency in the processing of Public Records search criteria, making sure multi-departmental sources had input and agreement in the process. **Strategic Goal 1 & 5.**
- ◆ New Kyocera's Multi-Function Printers (MFP) have been deployed throughout the city. Moving to these systems resulted in demonstrable financial savings to the City. **Strategic Goal 4 & 5.**
- ◆ Improved scan functionality by deploying PinPoint scan in multiple locations to increase ease of use and efficiency. **Strategic Goal 5.**
- ◆ Deployed Kodak i2620 scanners in the Court for the New O-Court system speeding up the process of moving paper documents to the O-Court cloud application. **Strategic Goal 4.**
- ◆ Implemented System Center Configuration Manager (SSCM) making it now possible to push software updates to user desktops remotely. **Strategic Goal 4.**
- ◆ Upgraded AirWatch to ensure the City has the right software platform to manage mobile devices in the field for application and software updates. **Strategic Goal 4.**
- ◆ Updated computing use policy to incorporate the strategy of cloud-first-mobile only environment. **Strategic Goal 1, 4 & 5.**
- ◆ Worked with City Clerk, Municipal Court, and vendor to procure, install, configure, and implement upgraded version of Laserfische/RIO that augments current abilities. **Strategic Goal 1, 4, & 5.**
- ◆ Installed and configured web adaptor to support King County accessing our published map services. **Strategic Goal 1, 4 & 5.**
- ◆ Moved ArcGIS to cloud services and implemented city-wide site licenses. **Strategic Goal 1, 4 & 5.**

- ◆ Upgraded all on-premise server operating systems from Windows Server 2003 to a supported version of windows server to reduce security risk. **Strategic Goal 1, 4 & 5.**
- ◆ Implemented phase 1 GIS Single Source addressing to ensure that the City has one complete source for all addresses in the City in a single repository. **Strategic Goal 1, 4 & 5.**
- ◆ Created departmental user mappings to ensure we are delivering the right capabilities for the users. **Strategic Goal 4.**
- ◆ Implemented One Drive and SharePoint workloads for Office 365 to support a mobile workforce and increased computing security. **Strategic Goal 4.**
- ◆ Deployed new Cisco appliance for data encryption between the City and the Washington State Patrol to allow for delivery of secure criminal justice data to the City. **Strategic Goal 4.**
- ◆ Hired and established a Police records management system competency to ensure successful implementation of a modern records management system. **Strategic Goal 4.**
- ◆ Implemented express route for City access to cloud applications. **Strategic Goal 4.**
- ◆ Migrated all city backups to Azure cloud backup services to reduce data center costs, satisfy federal and state out of region storage requirements which increases the ability to recover systems in the event of a disaster. **Strategic Goal 4.**
- ◆ Deployed a new email archive system to support public records requests. **Strategic Goal 4.**
- ◆ Modernized network infrastructure aged and out of support hardware. **Strategic Goal 4.**
- ◆ Completed proof of concept for Tukwila Public WIFI, planning phase 1 and 2 of expanded the service. **Strategic Goal 1.**
- ◆ Partnered with Tukwila School to launch a City of Tukwila Digital Academy which graduated its 1<sup>st</sup> class in the area of techniques for basic software development. **Strategic Goal 2.**
- ◆ Formalized and implemented sourced help desk model for 1 and 2 level work and move core team to level 3 support and one on one support for the departments. **Strategic Goal 4.**
- ◆ Refreshed aging computing technology through lease agreements. **Strategic Goal 4.**
- ◆ Moved video evidence off premises to the Taser cloud for both in-car and body camera systems. **Strategic Goal 1 & 4.**
- ◆ Established Service Level Agreements for response to tickets. **Strategic Goal 4.**
- ◆ Connected at least four City of Tukwila applications to our GIS addressing service providing one source for addressing, mapping, and location data for City of Tukwila employees and citizens. **Strategic Goal 4.**
- ◆ Enhance infrastructure security services. **Strategic Goal 4.**

## 2019-2020 Outcome Goals

- ◆ Implement the City's cloud-first strategy to ensure application scalability, redundancy, disaster recovery. **Strategic Goal 4, 5.**
- ◆ Optimize our GIS system and provide integration with customer facing and frontline employee systems. **Strategic Goal 1, 4.**
- ◆ Implement network redundancy w/ Ruckus campus ring as part of the Public Safety Plan. **Strategic Goal 4.**
- ◆ Deploy and increase usage of SharePoint and Microsoft Teams. **Strategic Goal 4.**
- ◆ Continue to implement IT Service Management to efficiently deliver support and services to departments and users. **Strategic Goal 4.**
- ◆ Continue to move City of Tukwila file shares to office 365 cloud service. **Strategic Goal 4.**
- ◆ Deploy new cell phone use policy. **Strategic Goal 4.**
- ◆ Continue to update in-car systems for the Police Department and other staff in the field to take advantage of tablet technology and reduce total cost of hardware. **Strategic Goal 1 & 4.**
- ◆ Continue to deploy new capabilities to cellular devices for Public Works to increase efficiencies. **Strategic Goal 1 & 4.**
- ◆ Continue to deploy connected student capabilities with Tukwila School District through Smart Cities initiatives. **Strategic Goal 2.**
- ◆ Implemented a City-Wide insight portal to provide Council and Administration key data to aid in decision making. **Strategic Goal 4.**
- ◆ Implement IT Customer Portal to ensure all departments have one place to request and consume IT services. **Strategic Goal 4.**

## 2019-2020 Indicators of Success

- ◆ All major on-premises systems deployed to the cloud.
- ◆ Meet Service Level Agreements 90% of the time.
- ◆ Fully utilize tools deployed internally and public facing (externally) as part of GIS expansions by providing training and knowledge base.
- ◆ Establish a regional community of practice to foster Lucity collaboration.
- ◆ Reduce expensive on-premises storage of data by 100%, thereby reducing cost.
- ◆ Technology Stakeholders Group held once a quarter.
- ◆ All service contracts include provisions for availability and reliability with recourse.
- ◆ Ensure the last 10% of all systems updated to current software version.
- ◆ Service Level Agreements applied to 100% of services delivered by TIS.
- ◆ Optimize at least 20 business processes that directly benefit the community.
- ◆ Optimize Vendor Management process to ensure cost-effective technology contracts are agreed upon across the city.

- ◆ Obtain the goal of zero unplanned downtime for two years.
- ◆ Continue to increase collaboration across the City of Tukwila through the usage of Office 365 collaboration applications.
- ◆ Deploy and maintain availability metrics.
- ◆ Establish maintenance windows and operation rhythm to support.

### **Budget Change Discussion**

**Salaries & Benefits** COLA increases were applied to salaries, and benefits were adjusted to account for changes in healthcare and retirement. An internal restructuring has resulted in three new positions (Technology Integration Manager, Information Systems Project Analyst, IT Systems Engineer) replacing three positions from the prior budget (Systems Administrator, Database Administrator, IT System Administrator).

**Supplies** In order to control costs, no increase was made to the budget for supplies.

**Services** Service costs are reduced for this budget cycle as \$122K had been budgeted in the prior biennium to cover costs related to refreshing much of the City's technology. For the current budget cycle, only a portion of these funds is needed for Professional Services related to the ongoing transition from old technology to new. Most other Services line items are remaining constant.

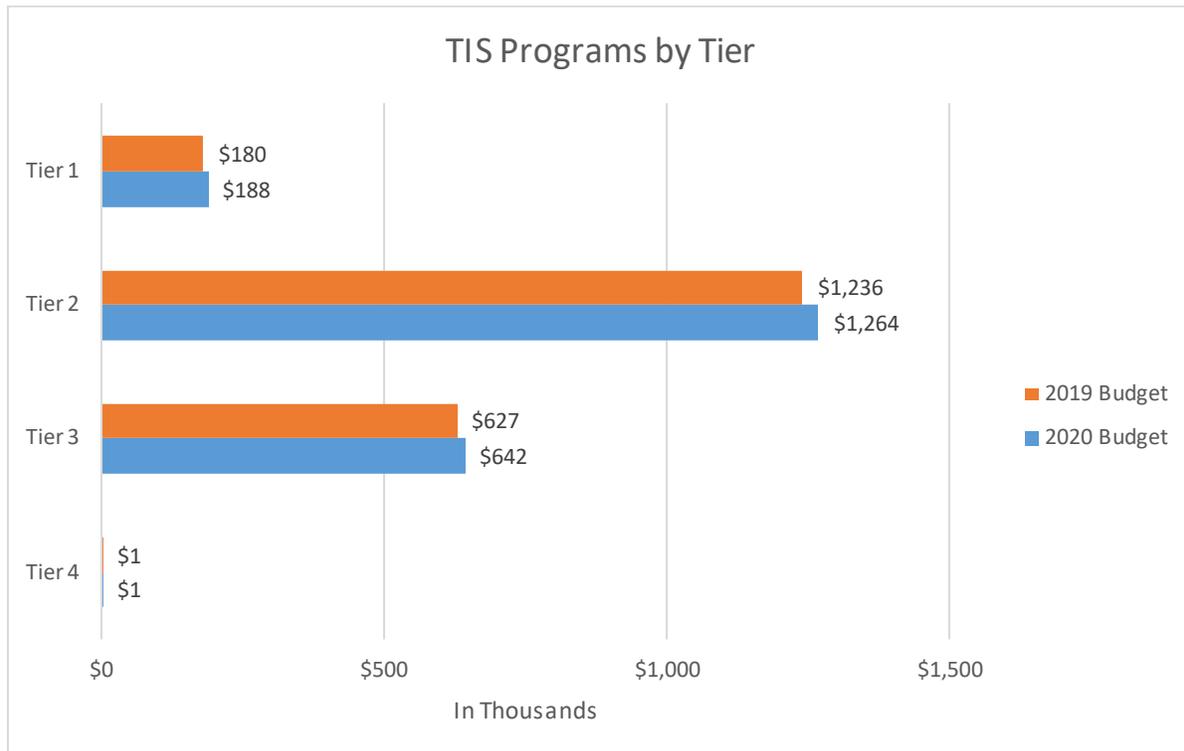
**Department Detail**

**Staffing and Expenditure by Program**

PROGRAMS	FTE	BUDGET				YEAR-TO-YEAR PERCENT CHANGE
		2019	% of Total Budget	2020	% of Total Budget	2019-20
End-User Infrastructure Service	0.50	223,709	10.9%	227,131	10.8%	1.5%
GIS Services	0.65	198,422	9.7%	201,402	9.6%	1.5%
Mobility Services	0.46	188,424	9.2%	191,239	9.1%	1.5%
Business System Management and Support	0.76	178,575	8.7%	180,248	8.6%	0.9%
Service Desk	0.98	129,800	6.4%	133,472	6.4%	2.8%
Tier/Tier 2 Helpdesk - Vitalyst	0.00	152,523	7.5%	152,523	7.3%	-
Justice Center	0.90	133,447	6.5%	138,792	6.6%	4.0%
Research & Development: New Technologies	0.76	126,725	6.2%	131,208	6.3%	3.5%
Transition to Cloud	0.78	126,361	6.2%	131,102	6.3%	3.8%
Business Application Services	0.63	114,576	5.6%	118,520	5.7%	3.4%
Network Infrastructure Services	0.54	104,256	5.1%	108,453	5.2%	4.0%
Vendor Management	0.55	91,043	4.5%	94,423	4.5%	3.7%
Emergency Application Services	0.53	75,469	3.7%	79,088	3.8%	4.8%
Business Analysis: Integrations Support, Professional Services, Technical Consultation	0.40	72,584	3.6%	75,395	3.6%	3.9%
Traffic Camera Server Infrastructure	0.47	65,445	3.2%	68,521	3.3%	4.7%
Office 365 Training	0.10	36,509	1.8%	36,982	1.8%	1.3%
Training (TIS Professional Development)	0.00	25,212	1.2%	25,212	1.2%	-
Office Equipment/Leases	0.00	856	0.04%	856	0.04%	-
<b>PROGRAM TOTALS</b>	<b>9.00</b>	<b>2,043,933</b>	<b>100%</b>	<b>2,094,564</b>	<b>100%</b>	<b>2.5%</b>

### Programs by Tier

Programs are scored amongst four tiers with Tier 1 being the most directly connected and supportive of the City’s strategic goals. Programs identified by Technology and Innovation Services fall into all four tiers with 9% of the budget allocated to the Tier 1.



### Program Descriptions

End-User Infrastructure Service: End-user hardware services; laptops, desk phones, PC, point of sale, first responder (rugged tablets and cameras).

GIS Services: Enterprise GIS Application and Service support including emergency services.

Mobility Services: Cell phones, in-car wireless, virtual private networks, iPads, IoT (internet of things connected smart devices).

Business System Management and Support: Maintaining and supporting enterprise application relational databases to ensure integrity of application data.

Service Desk (Tier 3): Advanced Troubleshooting, Device Provisioning and Service Fulfillments.

Tier1/Tier 2 Helpdesk – Vitalyst: Tier 1/2 support and triage (Basic IT support and Training).

Justice Center: Materials for technology build-out.

Research and Development: New Technologies: Researching, developing, and applying best practices and/or proof of concepts for new and current technologies that offer improved performance and/or cost savings.

Transition to Cloud: Modernizing how service and application are delivered while reducing risk, improving availability, and increasing stability.

Business Application Services: Business application which include financial, asset management (fleet, facilities, parks, and city infrastructure e.g. water, sewer, surface water and street), human resources support.

Network Infrastructure Services: Network design and support, maintenance, and security.

Vendor Management: Utilizing outside research and analysis to ensure product selection maintains value over time and reduce risk.

Emergency Application Services: Emergency service (Fire and Police) application support.

Business Analysis: Integrations Support, Professional Services, Technical Consultation: Applying critical assessment of existing processes to increase efficiency/productivity and reduce costs.

Office 365 Training: Training for City Staff to fully leverage Office 365 capability and realize productivity gains.

Traffic Camera Server Infrastructure: Traffic Camera Server Infrastructure support.

Training (TIS Professional Development): Improving staff efficiency by staying up to date on latest technologies and methods.

Office Equipment/Leases: Daily operating supplies.

**Expenditure & Revenue Summary**

<b>Technology &amp; Innovation Services</b>								
Expenditures By Type	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Salaries & Wages	\$ 699,550	\$ 806,005	\$ 902,489	\$ 889,178	\$ 945,558	\$ 982,086	6.34%	3.86%
Personnel Benefits	270,362	301,762	359,009	385,102	380,355	397,268	-1.23%	4.45%
Supplies	81,479	71,674	29,438	16,266	16,266	16,266	0.00%	0.00%
Services	457,354	767,211	703,450	750,125	691,755	688,944	-7.78%	-0.41%
Capital Outlays	7,064	48,303	46,590	-	10,000	10,000	0.00%	0.00%
<b>Department Total</b>	<b>\$ 1,515,809</b>	<b>\$ 1,994,956</b>	<b>\$ 2,040,976</b>	<b>\$ 2,040,671</b>	<b>\$ 2,043,933</b>	<b>\$ 2,094,564</b>	<b>0.16%</b>	<b>2.48%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<b>Technology &amp; Innovation Services</b>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
TIS Director	1	1	\$ 157,798	\$ 53,126	1	\$ 160,968	\$ 54,688
Technology Integration Manager	0	1	120,228	50,150	1	126,840	52,811
Information Systems Project Analyst	0	1	108,096	47,407	1	114,360	49,979
IT Systems Engineer	0	1	106,907	47,299	1	112,772	49,801
GIS Coordinator	1	1	98,398	37,873	1	100,344	39,176
Technology Operations Supervisor	0	1	97,630	45,349	1	100,344	47,190
Systems Administrator	1	1	94,700	28,348	1	99,984	29,909
Senior/Info Technology Specialist	3	2	159,302	70,555	2	163,974	73,466
Business Analyst	1	0	-	-	0	-	-
Database Administrator	1	0	-	-	0	-	-
IT System Administrator	1	0	-	-	0	-	-
Extra Labor			2,500	248		2,500	248
<b>Department Total</b>	<b>9</b>	<b>9</b>	<b>\$ 945,558</b>	<b>\$ 380,355</b>	<b>9</b>	<b>\$ 982,086</b>	<b>\$ 397,268</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies include office supplies, computer supplies and network supplies; services include connectivity services, cell phone services, televising Council meetings, hardware and software maintenance, travel and training, and registrations, among others. Capital includes capital computer equipment, as needed.

<i>Technology &amp; Innovation Services</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
000.12.518.880.31.00 Supplies-Office & Operating	\$ 14,902	\$ 6,201	\$ 4,442	\$ 16,266	\$ 16,266	\$ 16,266
000.12.518.880.31.01 Supplies-Repair	-	-	-	-	-	-
000.12.518.880.31.43 Supplies-Food	-	-	-	-	-	-
000.12.518.880.31.44 Supplies-Training	-	-	-	-	-	-
000.12.518.880.35.00 Small Tools & Equip. - Computer parts	45,779	65,473	24,996	-	-	-
000.12.518.880.35.01 Small Tools-Nextel	2,101	-	-	-	-	-
000.12.518.880.35.02 Small Tools-Network	18,697	-	-	-	-	-
<b>Total Supplies</b>	<b>81,479</b>	<b>71,674</b>	<b>29,438</b>	<b>16,266</b>	<b>16,266</b>	<b>16,266</b>
000.12.518.880.41.00 Prof Svcs - Transition costs, help desk sourcing, Puget Sound Access	134,574	429,938	297,672	314,686	369,686	369,686
000.12.518.880.41.01 Prof Svcs - Technical support	3,487	-	-	-	-	-
000.12.518.880.42.00 Communication - connectivity expense, repair & maint. for tech. items	39	93,743	101,413	120,900	122,900	122,900
000.12.518.880.42.01 Communication - City-wide cell phone service	65,622	-	-	-	-	-
000.12.518.880.42.02 Communication - telephone charges	14,115	(201)	-	-	-	-
000.12.518.880.42.03 Communication	49,771	18,715	66,761	-	-	-
000.12.518.880.43.00 Travel - Meals, Parking, Mileage, Lodging for conferences: ACCIS, Active, Accela	2,325	8,175	2,846	11,500	11,500	11,500
000.12.518.880.45.00 Rental - Technology Refresh	4,669	141,466	149,378	150,000	150,000	150,000
000.12.518.880.45.94 Rental - Equipment Replacement Fund	1,833	1,339	1,339	1,339	4,343	1,339
000.12.518.880.45.95 Rental - Equipment Rental O & M	2,260	6,691	2,500	2,500	8,126	8,319
000.12.518.880.48.00 R&M - Office & Network Equipment	133,814	33,827	534	-	-	-
000.12.518.880.48.01 R&M - Telephone maintenance	20	-	-	2,000	-	-
000.12.518.880.48.02 R&M - Puget Sound Access (Televis Council Meeting)	6,137	-	-	-	-	-
000.12.518.880.49.00 Misc - Computer system component upgrades	17,872	23,426	15,526	-	-	-
000.12.518.880.49.01 Misc - Software new and upgrade purchases, Microsoft Enterprise License	20,618	1,261	49,845	122,000	-	-
000.12.518.880.49.02 Misc - Registrations for conferences and training	124	4,704	12,149	13,200	13,200	13,200
000.12.518.880.49.03 Misc - Registrations for conferences and training	75	4,125	3,487	12,000	12,000	12,000
000.12.518.880.49.44 Misc - Training	-	-	-	-	-	-
<b>Total Services</b>	<b>457,354</b>	<b>767,211</b>	<b>703,450</b>	<b>750,125</b>	<b>691,755</b>	<b>688,944</b>
000.12.594.180.64.02 Capital - Machinery & equipment	7,064	48,303	46,590	-	10,000	10,000
<b>Total Other</b>	<b>7,064</b>	<b>48,303</b>	<b>46,590</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 545,897</b>	<b>\$ 887,188</b>	<b>\$ 779,478</b>	<b>\$ 766,391</b>	<b>\$ 718,021</b>	<b>\$ 715,210</b>

**DEPARTMENT:** Mayor's Office

**FUND:** Lodging Tax Fund

**RESPONSIBLE MANAGER:** Brandon Miles

**FUND NUMBER:** 101

**POSITION:** Economic Dev. Liaison

## Description

This fund consists of proceeds from a special excise tax on lodging charges and is used to promote tourism (both day and overnight) within the City (Chapter 67.28 RCW).

## 2017-2018 Accomplishments

- ◆ Completed and launched new Tukwila tourism and economic development brand. **Strategic Goal 5**
- ◆ Worked collaboratively with the cities of SeaTac and Des Moines, through Seattle Southside Regional Tourism Authority, to increase demand for overnight tourists in the region. **Strategic Goal 5**
- ◆ Supported two new events in the City, Rave Green 5k and Renton Comic Con. **Strategic Goal 5**
- ◆ Began Southcenter 50 celebration, in partnership with Seattle Southside Chamber of Commerce and Westfield Southcenter. **Strategic Goal 5**
- ◆ Tukwila was selected as the host city for the new Major League Rugby team, Seattle Seawolves. **Strategic Goal 5**

## 2019-2020 Outcome Goals

- ◆ Continue Southcenter 50 celebration. **Strategic Goal 5**
- ◆ Identify and/or create a Tukwila signature event for the region. **Strategic Goal 5**
- ◆ Increase total number of recipients of lodging tax funds, including identifying how to support smaller events that help build a tourism destination for the City. **Strategic Goal 5**
- ◆ Work with Seattle Southside Regional Tourism Authority and Seattle Southside Chamber of Commerce on south end restaurant week. **Strategic Goal 5**
- ◆ Increase total lodging expenditures in the City by at least five percent per year. **Strategic Goal 5**
- ◆ Complete wayfinding program in Southcenter District. **Strategic Goal 5**
- ◆ Explore and potential implementation of a banner program in the City, specifically in the Southcenter District, along Tukwila International Boulevard, and Interurban Ave S. **Strategic Goal 5**

## 2019-2020 Indicators of Success

- ◆ Identification and recruitment of new activities, festivals, and events to bring to the City.
- ◆ Increased sales at hotels, restaurants, and entertainment establishments.
- ◆ More "feet on the streets" and "heads in beds."

## Revenue and Expenditure Summary

Lodging Tax								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Operating Revenue								
Hotel/Motel Taxes	\$ 710,267	\$ 736,784	\$ 764,767	\$ 755,000	\$ 775,000	\$ 800,000	2.65%	3.23%
Total General Revenue	710,267	736,784	764,767	755,000	775,000	800,000	2.65%	3.23%
Miscellaneous Revenue								
Investment Earnings	1,576	5,695	9,858	3,000	3,000	3,000	0.00%	0.00%
Total Miscellaneous Revenue	1,576	5,695	9,858	3,000	3,000	3,000	0.00%	0.00%
<b>Total Revenue</b>	<b>711,843</b>	<b>742,479</b>	<b>774,626</b>	<b>758,000</b>	<b>778,000</b>	<b>803,000</b>	<b>2.64%</b>	<b>3.21%</b>
Operating Expenditures								
Salaries & Wages	-	-	-	-	55,457	56,586	0.00%	2.04%
Personnel Benefits	-	-	-	-	17,847	18,411	0.00%	3.16%
Supplies	(11,722)	74	2,382	5,000	5,000	5,000	0.00%	0.00%
Services	399,127	479,487	505,304	596,086	596,086	596,086	0.00%	0.00%
Intergovt Services & Taxes	-	-	-	-	-	-	0.00%	0.00%
<b>Total Operating Expenditures</b>	<b>387,405</b>	<b>479,562</b>	<b>507,685</b>	<b>601,086</b>	<b>674,390</b>	<b>676,083</b>	<b>12.20%</b>	<b>0.25%</b>
Indirect cost allocation	35,000	35,700	36,414	36,414	18,741	19,416	-48.53%	3.60%
<b>Total Expenditures</b>	<b>422,405</b>	<b>515,262</b>	<b>544,099</b>	<b>637,500</b>	<b>693,131</b>	<b>695,498</b>	<b>8.73%</b>	<b>0.34%</b>
Beginning Fund Balance	623,120	912,558	1,139,775	920,375	1,370,302	1,455,171	48.89%	6.19%
Change in Fund Balance	289,438	227,217	230,526	120,500	84,869	107,502	-29.57%	26.67%
<b>Ending Fund Balance</b>	<b>\$ 912,558</b>	<b>\$ 1,139,775</b>	<b>\$ 1,370,302</b>	<b>\$ 1,040,875</b>	<b>\$ 1,455,171</b>	<b>\$ 1,562,673</b>	<b>39.80%</b>	<b>7.39%</b>

**Expenditure Detail – Salaries and Benefits**

<b>Lodging Tax</b>							
<b>Position Description</b>	<b>2018</b>	<b>2019</b>	<b>2019 Budgeted</b>		<b>2020</b>	<b>2020 Budgeted</b>	
	<b>FTE</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>
Economic Development Liaison	0	0.5	\$ 55,457	\$ 17,847	0.5	\$ 56,586	\$ 18,411
<b>Department Total</b>	<b>0</b>	<b>0.5</b>	<b>\$ 55,457</b>	<b>\$ 17,847</b>	<b>0.5</b>	<b>\$ 56,586</b>	<b>\$ 18,411</b>

**Expenditure Detail - Supplies and Services**

Data presented here is related to the Lodging Tax Advisory Committee (LTAC).

<b>Lodging Tax</b>								
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>				
			<b>Projected</b>					
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>		
101.00.557.300.31.00 Supplies - Office & Operating	\$ 7	\$ 74	\$ 2,382	\$ 5,000	\$ 5,000	\$ 5,000		
101.00.557.302.31.00 Supplies -Office and Operating	(11,729)	-	-	-	-	-		
<b>Total Supplies</b>	<b>(11,722)</b>	<b>74</b>	<b>2,382</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>		
101.00.557.300.42.00 Communication - Sprint, MCI, Eblast	(127)	-	-	-	-	-		
101.00.557.300.42.01 Communication - Postage	-	(6,393)	-	-	-	-		
101.00.557.300.43.00 Travel - Parking, meals, mileage, air travel	11	343	10,710	10,000	10,000	10,000		
101.00.557.300.47.26 Utilities	683	-	-	-	-	-		
101.00.557.300.49.00 Misc	2,766	9,856	9,805	20,000	20,000	20,000		
101.00.557.301.41.00 Prof Svcs	-	123,337	72,102	100,000	100,000	100,000		
101.00.557.301.44.00 Marketing	-	15,345	63,836	113,586	113,586	113,586		
101.00.557.301.44.11 Marketing - Starfire Sports	12,500	-	-	-	-	-		
101.00.557.302.41.00 Prof Svcs - Conversion Study & SSRTA	337,500	270,000	198,125	202,500	202,500	202,500		
101.00.557.302.41.01 Prof Svcs - SW King County Chamber	-	-	-	-	-	-		
101.00.557.302.41.03 Prof Svcs - Community Events	16,202	67,000	150,000	150,000	150,000	150,000		
101.00.557.302.41.05 Museum of Flight	35,000	-	-	-	-	-		
101.00.557.302.43.00 Travel - Mileage, parking, etc.	314	-	-	-	-	-		
101.00.557.302.49.00 Misc - Misc incidental costs	279	-	725	-	-	-		
101.00.557.303.44.10 Advertising - SeaTac marketing projects	(6,000)	-	-	-	-	-		
<b>Total Services</b>	<b>399,127</b>	<b>479,487</b>	<b>505,304</b>	<b>596,086</b>	<b>596,086</b>	<b>596,086</b>		
<b>Total Supplies, Services</b>	<b>\$ 387,405</b>	<b>\$ 479,562</b>	<b>\$ 507,685</b>	<b>\$ 601,086</b>	<b>\$ 601,086</b>	<b>\$ 601,086</b>		



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**DEPARTMENT:** Police  
**FUND:** Drug Seizure Fund  
**RESPONSIBLE MANAGER:** Bruce Linton

**FUND NUMBER:** 109  
**POSITION:** Chief of Police

**Description**

The Drug Seizure fund was established to account for revenues resulting from the proceeds of property and moneys forfeited as a result of their involvement with the illegal sale, possession, or distribution of narcotics and/or other controlled substances.

**Revenue and Expenditure Summary**

<i>Drug Seizure Fund</i>								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Operating Revenue								
Miscellaneous Revenue								
Investment Earnings	\$ 31	\$ 72	\$ 15	\$ -	\$ -	\$ -	0.00%	0.00%
Seizure Revenue	624,279	79,930	29,174	60,000	55,000	55,000	-8.33%	0.00%
Total Misc. Revenue	624,310	80,002	29,189	60,000	55,000	55,000	-8.33%	0.00%
Transfers In	-	-	-	-	-	-	0.00%	0.00%
<b>Total Revenue</b>	<b>624,310</b>	<b>80,002</b>	<b>29,189</b>	<b>60,000</b>	<b>55,000</b>	<b>55,000</b>	<b>-8.33%</b>	<b>0.00%</b>
Operating Expenses								
Supplies	2,479	127,946	21,999	122,094	36,000	36,000	-70.51%	0.00%
Services	56,825	238,311	7,999	126,506	24,000	24,000	-81.03%	0.00%
Intergovt Services & Taxes	-	-	-	-	-	-	0.00%	0.00%
Total Operating Expenses	59,303	366,256	29,997	248,600	60,000	60,000	-75.86%	0.00%
Capital Outlay	18,707	39,969	-	-	-	-	0.00%	0.00%
Total Capital Expenses	18,707	39,969	-	-	-	-	0.00%	0.00%
Indirect cost allocation	-	-	-	-	-	-	0.00%	0.00%
<b>Total Expenses</b>	<b>78,010</b>	<b>406,225</b>	<b>29,997</b>	<b>248,600</b>	<b>60,000</b>	<b>60,000</b>	<b>-75.86%</b>	<b>0.00%</b>
Beginning Fund Balance	7,239	553,539	227,316	412,316	226,507	221,507	-45.06%	-2.21%
Change in Fund Balance	546,300	(326,223)	(808)	(188,600)	(5,000)	(5,000)	-97.35%	0.00%
<b>Ending Fund Balance</b>	<b>\$553,539</b>	<b>\$ 227,316</b>	<b>\$ 226,507</b>	<b>\$223,716</b>	<b>\$221,507</b>	<b>\$216,507</b>	<b>-0.99%</b>	<b>-2.26%</b>

**Expenditure Detail – Supplies, Services and Other**

Supplies and Services include miscellaneous supplies for handling, and services for disposing of, seized property and for other expenditures as the law allows. All expenditures from this fund must adhere to strict definitions and guidelines established by State and Federal law.

<b>Police - Drug Seizure Fund</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
109.00.521.250.31.00 Supplies - Office & Operating	\$ 2,479	\$ 16,341	\$ 2,000	\$ 20,035	\$ 5,000	\$ 5,000
109.00.521.250.35.00 Small Tools	-	5,010	-	1,059	1,000	1,000
109.00.521.251.31.00 Supplies - Office & Operating	-	60,787	15,000	51,000	20,000	20,000
109.00.521.251.35.00 Small Tools	-	45,807	5,000	50,000	10,000	10,000
<b>Total Supplies</b>	<b>2,479</b>	<b>127,946</b>	<b>21,999</b>	<b>122,094</b>	<b>36,000</b>	<b>36,000</b>
109.00.521.250.41.00 Professional Services	36,844	30,986	2,000	30,001	-	-
109.00.521.250.42.00 Communication	-	1,208	-	-	-	-
109.00.521.250.43.00 Travel - Airfare, hotel, etc.	2,230	(32)	2,000	9,040	4,000	4,000
109.00.521.250.49.00 Misc - Registration, marketing	940	3,420	-	-	-	-
109.00.521.251.41.00 Professional Services	8,432	156,124	1,000	58,000	8,000	8,000
109.00.521.251.42.00 Communication	-	99	-	-	-	-
109.00.521.251.43.00 Travel - Airfare, hotel, etc.	1,892	26,763	2,000	15,000	7,000	7,000
109.00.521.251.45.00 Operating Rentals	-	2,290	-	2,000	-	-
109.00.521.251.48.00 Repair & Maintenance	6,487	4,962	-	2,000	-	-
109.00.521.251.49.00 Misc -Registration	-	12,492	1,000	10,465	5,000	5,000
<b>Total Services</b>	<b>56,825</b>	<b>238,311</b>	<b>7,999</b>	<b>126,506</b>	<b>24,000</b>	<b>24,000</b>
109.00.594.210.64.00 Capital - Machinery and equipment	18,707	-	-	-	-	-
109.00.594.216.64.00 Capital - Machinery and equipment	-	39,969	-	-	-	-
<b>Total Other</b>	<b>18,707</b>	<b>39,969</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 78,010</b>	<b>\$ 406,225</b>	<b>\$ 29,998</b>	<b>\$ 248,600</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>

**DEPARTMENT:** N/A  
**FUND:** Contingency Fund  
**RESPONSIBLE MANAGER:** Peggy McCarthy

**DIVISION:** N/A  
**FUND NUMBER:** 105  
**POSITION:** Finance Director

**Description**

Sufficient fund balances and reserve levels are important for the long-term financial stability of the City. This fund provides for a reserve fund balance equal to or greater than 10% of the previous General Fund on-going revenue, exclusive of significant non-operating, non-recurring revenues such as real estate sales or transfers in from other funds. Amounts held in this fund can be used for more restrictive, emergency type purposes. All expenditures from this fund require Council approval. This fund is reported as a sub-fund of the general fund in the City’s Comprehensive Annual Financial Report.

**Expenditure & Revenue Summary**

<b>Contingency Fund</b>								
	<b>Actual</b>			<b>Budget</b>			<b>% Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
Operating Revenue								
Investment Earnings	\$ 29,666	\$ 45,736	\$ 77,582	\$ 20,000	\$ 90,000	\$ 90,000	350.0%	0.0%
Transfers In	433,682	180,715	92,672	-	58,568	210,000	0.0%	258.6%
<b>Total Revenue</b>	<b>463,349</b>	<b>226,451</b>	<b>170,254</b>	<b>20,000</b>	<b>148,568</b>	<b>300,000</b>	<b>642.8%</b>	<b>101.9%</b>
Operating Expenses								
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Fund Balance	5,587,275	6,050,624	6,277,075	5,874,563	6,447,329	6,595,897	9.7%	2.3%
Change in Fund Balance	463,349	226,451	170,254	20,000	148,568	300,000	642.8%	101.9%
<b>Ending Fund Balance</b>								
10% One-time Revenue	257,382	395,897	395,897	n/a	395,897	395,897	-	0.0%
*Remainder/Main Reserve	5,793,242	5,881,178	6,051,432	n/a	6,200,000	6,500,000	-	4.8%
	<b>\$ 6,050,624</b>	<b>\$ 6,277,075</b>	<b>\$ 6,447,329</b>	<b>\$ 5,894,563</b>	<b>\$ 6,595,897</b>	<b>\$ 6,895,897</b>	<b>11.9%</b>	<b>4.5%</b>

\*Contingency fund reserve policy: 10% of previous year ongoing revenue met





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**DEPARTMENT:** N/A  
**FUND:** Various Debt Service  
**RESPONSIBLE MANAGER:** Peggy McCarthy

**FUND NUMBER:** 2XX  
**POSITION:** Finance Director

### Description

The funds in this section record the payment of principal and interest for the City's outstanding limited tax general obligation bonds.

### 2017-2018 Accomplishments

- ◆ Issued \$8.2 million bonds for 42<sup>nd</sup> Street and 53<sup>rd</sup> Street Sidewalk projects. **Strategic Goal 4.**
- ◆ Refunded line of credit of \$2.25 million. New debt can be repaid without penalty prior to final maturity date. **Strategic Goal 4.**
- ◆ Issued \$20 million LTGO bonds for property purchases for the Public Works shops. **Strategic Goal 4.**

### 2019-2020 Outcome Goals

- ◆ Issue \$25 million bonds for the Public Safety Plan. Proceeds will be used to pay for construction of a Justice Center, rebuild two fire stations, and provide for tenant improvements for Public Works Shops. **Strategic Goal 4.**
- ◆ Issue taxpayer approved bonds for public safety purposes. Bond sales are structured to align with project cost timelines. **Strategic Goal 4.**

## DEBT SERVICE SUMMARY

### Existing Debt

Limited Tax GO Refunding Bonds, 2008: Build a City Hall annex (6300 building) and pay for economic revitalization projects.

SCORE Limited Tax, GO Bonds, 2009: Pay for portion of the construction costs of SCORE jail, a correctional facility, in partnership with six other cities.

Limited Tax GO Bonds, 2010: Construction and realignment of Southcenter Parkway in the Tukwila South Annexation area and to purchase emergency preparedness capital and other equipment.

Limited Tax GO Bonds, 2011: Arterial street program.

Limited Tax GO Bonds, 2013: Proceeds loaned to Tukwila Metropolitan Park District (TMPD) to pay for improvements to Tukwila Pool. Debt is being paid back by the TMPD.

Limited Tax GO Bonds, 2014: Property purchased in the City's Tukwila Redevelopment (Urban Renewal) area.

Limited Tax GO Bonds, 2015: Funding for Interurban Avenue South and Boeing Access Road Bridge projects. Interurban Avenue South consisted of designing and constructing sidewalks, pavement restoration, as well as drainage and lighting work. Boeing Access Road Bridge project rehabilitated the existing bridge with a 340' long concrete or steel bridge structure.

Limited Tax GO Bonds, 2017: Funding for 42<sup>nd</sup> Street and 53<sup>rd</sup> Street Sidewalk projects.

Limited Tax GO Refunding Bonds, 2017: Funds used to purchase property in the City's Urban Renewal area.

Limited Tax GO Bonds, 2018: Funding to purchase land for the Public Works Shops facility. This debt is part of the Public Safety Plan.

### Planned Debt

Public Works Shop facility: Design and construct a new Public Works shops facility. Bond for the current biennium is to purchase land and begin design. Estimated bond proceeds are \$7.5 million for land and tenant improvements to existing structure.

Public Safety Plan: Design and construct a Justice Center that would accommodate the Tukwila Police Department, Municipal Court and Emergency Operations Center. Additionally, the bonds would rebuild two fire stations and provide fire department equipment for 10 years. Estimated bond proceeds are \$17.5 million LTGO and \$40.7 million in UTGO proceeds.

**LTGO Debt - Revenue and Expenditure Summary**

<b>Limited General Obligation Debt Service Funds - Combined</b>									
	Actual			Budget			Percent Change		
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20	
			2018						
Revenue									
Build America Bonds Tax Credit	\$ 62,091	\$ 57,504	\$ 56,053	\$ 56,053	\$ 49,807	\$ 43,113	-11.14%	-13.44%	
Capital Contribution - SCORE	-	-	-	428,288	427,869	426,658	-0.10%	-0.28%	
Debt Proceeds - Refinance LOC	-	2,276,000	-	-	-	-	0.00%	0.00%	
Total Miscellaneous Revenue	62,091	2,333,504	56,053	484,341	477,676	469,771	-1.38%	-1.65%	
Transfers In - General Fund	2,874,831	2,773,452	3,378,914	5,848,580	4,033,861	3,587,190	-31.03%	-11.07%	
Transfers In - Utility Funds	-	-	119,513	246,000	467,725	533,350	90.13%	14.03%	
<b>Total Revenue</b>	<b>2,936,922</b>	<b>5,106,956</b>	<b>3,554,480</b>	<b>6,578,921</b>	<b>4,979,262</b>	<b>4,590,311</b>	<b>-24.31%</b>	<b>-7.81%</b>	
Expenditures									
Principal/Early Retirement of Debt	1,932,782	4,241,428	2,606,222	4,755,397	2,578,697	1,844,647	-45.77%	-28.47%	
Interest	812,539	872,288	948,257	1,823,524	2,400,566	2,745,246	31.64%	14.36%	
Total Debt Service Funds	2,745,321	5,113,716	3,554,479	6,578,921	4,979,263	4,589,893	-24.31%	-7.82%	
<b>Total Expenditures</b>	<b>2,745,321</b>	<b>5,113,716</b>	<b>3,554,479</b>	<b>6,578,921</b>	<b>4,979,263</b>	<b>4,589,893</b>	<b>-24.31%</b>	<b>-7.82%</b>	
Beginning Fund Balance	203,023	394,625	387,865	5,000	387,866	387,865	7657.32%	0.00%	
Change in Fund Balance	191,602	(6,760)	1	-	(1)	418	0.00%	41900.00%	
<b>Ending Fund Balance</b>	<b>\$ 394,625</b>	<b>\$ 387,865</b>	<b>\$ 387,866</b>	<b>\$ 5,000</b>	<b>\$ 387,865</b>	<b>\$ 388,283</b>	<b>7657.30%</b>	<b>0.11%</b>	

**UTGO Debt - Revenue and Expenditure Summary**

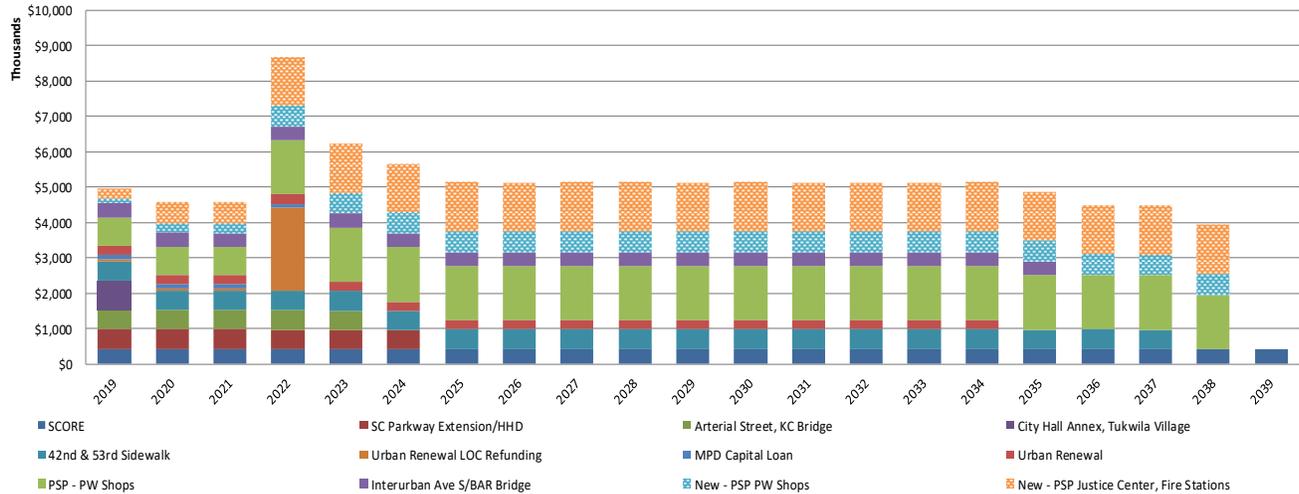
<b>Unlimited General Obligation Debt Service Funds - Combined</b>									
	Actual			Budget			Percent Change		
	2016	2017	Projected	2018	2019	2020	2018-19	2019-20	
			2018						
Revenue									
Property Taxes	\$ -	\$ 2,674,622	\$ 2,750,879	\$ 2,781,000	\$ 2,841,675	\$ 3,713,175	2.18%	30.67%	
Total Miscellaneous Revenue	-	2,674,622	2,750,879	2,781,000	2,841,675	3,713,175	2.18%	30.67%	
<b>Total Revenue</b>	<b>-</b>	<b>2,674,622</b>	<b>2,750,879</b>	<b>2,781,000</b>	<b>2,841,675</b>	<b>3,713,175</b>	<b>2.18%</b>	<b>30.67%</b>	
Expenditures									
Principal/Early Retirement of Debt	-	1,115,000	1,240,000	781,000	1,370,000	1,310,000	75.42%	-4.38%	
Interest	-	1,496,709	1,533,675	2,000,000	1,471,675	2,403,175	-26.42%	63.30%	
Total Debt Service Funds	-	2,611,709	2,773,675	2,781,000	2,841,675	3,713,175	2.18%	30.67%	
<b>Total Expenditures</b>	<b>-</b>	<b>2,611,709</b>	<b>2,773,675</b>	<b>2,781,000</b>	<b>2,841,675</b>	<b>3,713,175</b>	<b>2.18%</b>	<b>30.67%</b>	
Beginning Fund Balance	-	-	62,913	-	40,117	40,117	0.00%	0.00%	
Change in Fund Balance	-	62,913	(22,796)	-	-	-	0.00%	0.00%	
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 62,913</b>	<b>\$ 40,117</b>	<b>\$ -</b>	<b>\$ 40,117</b>	<b>\$ 40,117</b>	<b>0.00%</b>	<b>0.00%</b>	

**Local Improvement District & Guaranty Fund - Revenue and Expenditure Summary**

<b>Local Improvement District #33 Debt Service Funds - Combined</b>								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Revenue								
Miscellaneous	\$ 886	\$ 1,511	\$ -	\$ -	\$ -	\$ -	0.00%	0.00%
LID Assessments	542,180	478,838	408,593	408,593	445,000	445,000	8.91%	0.00%
LID Assessment Interest	267,932	240,790	286,748	271,440	243,937	223,913	-10.13%	-8.21%
<b>Total LID Assessments Receipts</b>	<b>810,999</b>	<b>721,139</b>	<b>695,341</b>	<b>680,033</b>	<b>688,937</b>	<b>668,913</b>	<b>1.31%</b>	<b>-2.91%</b>
LID Bond Proceeds	-	-	-	-	-	-	0.00%	0.00%
<b>Total Revenue</b>	<b>810,999</b>	<b>721,139</b>	<b>695,341</b>	<b>680,033</b>	<b>688,937</b>	<b>668,913</b>	<b>1.31%</b>	<b>-2.91%</b>
Expenditures								
Principal	670,000	607,500	485,000	645,000	445,000	445,000	-31.01%	0.00%
Interest	281,044	259,939	239,588	257,655	243,637	223,613	-5.44%	-8.22%
<b>Total Debt Service Funds</b>	<b>951,044</b>	<b>867,439</b>	<b>724,588</b>	<b>902,655</b>	<b>688,637</b>	<b>668,613</b>	<b>-23.71%</b>	<b>-2.91%</b>
Transfers Among Debt Service Funds	-	-	-	-	-	-	0.00%	0.00%
<b>Total Expenditures</b>	<b>951,044</b>	<b>867,439</b>	<b>724,588</b>	<b>902,655</b>	<b>688,637</b>	<b>668,613</b>	<b>-23.71%</b>	<b>-2.91%</b>
Beginning Fund Balance	1,707,915	1,567,870	1,421,570	1,489,356	1,392,323	1,392,623	-6.52%	0.02%
Change in Fund Balance	(140,045)	(146,300)	(29,247)	(222,622)	300	300	-100.13%	0.00%
<b>Ending Fund Balance</b>	<b>\$ 1,567,870</b>	<b>\$ 1,421,570</b>	<b>\$ 1,392,323</b>	<b>\$ 1,266,734</b>	<b>\$ 1,392,623</b>	<b>\$ 1,392,923</b>	<b>9.94%</b>	<b>0.02%</b>

This chart represents the general obligation debt service of the City. It includes debt being repaid with general fund revenue as well as debt that is being repaid from other sources. The City receives funds from the Tukwila Metropolitan Park District to repay the MPD capital loan, funds to repay the urban renewal LOC (line of credit) are proceeds from land sales. Since 2015, SCORE bonds have been paid directly by SCORE jail.

**City of Tukwila  
General Obligation Bond Debt Service**



PW Shops Debt: 1/2 paid by general fund, 1/2 paid by utility funds

The chart below reflects the existing general obligation debt service of the City as well as planned debt. Debt service includes both principal and interest requirements.

Schedule of Budgeted General Obligation Long-Term Debt													
	Fund 212 LTGO Bonds, 2009	Fund 214 LTGO 2010	Fund 217 LTGO Refunding, 2011	Fund 211 LTGO Refunding, 2008	Fund 200 LTGO, 2017	Fund 200 LTGO, 2017 Refunded LOC	Fund 218 LTGO, 2013	Fund 200 LTGO, 2014	Fund 208 LTGO, 2018	Fund 200 LTGO, 2015	New Debt - PSP PW Shops	New Debt - PSP Fire Stations, Justice Center	
	\$6,898,800 Original Issue	\$5,870,000 Original Issue	\$4,620,000 Original Issue	\$6,180,000 Original Issue	\$8,180,000 Original Issue	\$2,276,000 Original Issue	\$1,000,000 Original Issue	\$3,850,000 Original Issue	\$18,365,000 Original Issue	\$5,825,000 Original Issue	\$7,500,000 Planned Issue	\$17,500,000 Planned Issue	
	SCORE	SC Parkway Extension/HH D	Arterial Street, KC Bridge	City Hall Annex, Tukwila Village	42nd & 53rd Sidewalk	Urban Renewal LOC Refunding	MPD Capital Loan	Urban Renewal	PSP - PW Shops	Interurban Ave S/BAR Bridge	New - PSP PW Shops	New - PSP Justice Center, Fire Stations	Total Existing and Planned General Obligation Debt
2019	\$ 427,973	\$ 567,307	\$ 548,700	\$ 810,900	\$ 557,700	\$ 59,176	\$ 113,130	\$ 260,455	\$ 804,200	\$ 392,325	\$ 131,250	\$ 306,250	\$ 4,979,366
2020	427,869	558,182	545,300	-	558,250	59,176	113,130	260,290	804,200	390,125	262,500	612,500	4,591,522
2021	426,239	552,520	546,300	-	553,500	63,728	113,130	260,074	804,200	387,775	262,500	612,500	4,582,465
2022	427,532	543,175	551,500	-	553,600	2,344,280	113,115	260,589	1,534,200	390,275	592,823	1,383,255	8,694,344
2023	427,379	533,018	545,900	-	558,400	-	-	260,159	1,532,700	392,475	592,823	1,383,255	6,226,109
2024	426,885	527,050	-	-	557,750	-	-	259,871	1,534,450	389,375	592,823	1,383,255	5,671,459
2025	426,356	-	-	-	556,800	-	-	260,783	1,534,200	391,125	592,823	1,383,255	5,145,342
2026	426,130	-	-	-	555,550	-	-	260,169	1,531,950	387,575	592,823	1,383,255	5,137,452
2027	425,896	-	-	-	554,000	-	-	260,412	1,532,700	391,050	592,823	1,383,255	5,140,135
2028	425,636	-	-	-	557,150	-	-	260,484	1,531,200	392,050	592,823	1,383,255	5,142,598
2029	425,335	-	-	-	554,850	-	-	260,385	1,532,450	387,750	592,823	1,383,255	5,136,847
2030	424,791	-	-	-	557,250	-	-	260,115	1,536,200	388,300	592,823	1,383,255	5,142,733
2031	424,762	-	-	-	554,200	-	-	260,674	1,533,000	388,550	592,823	1,383,255	5,137,264
2032	424,201	-	-	-	555,850	-	-	260,033	1,533,200	388,500	592,823	1,383,255	5,137,862
2033	423,889	-	-	-	557,050	-	-	260,222	1,531,600	388,150	592,823	1,383,255	5,136,989
2034	423,792	-	-	-	557,800	-	-	260,211	1,533,200	392,500	592,823	1,383,255	5,143,581
2035	423,485	-	-	-	551,875	-	-	-	1,532,800	391,400	592,823	1,383,255	4,875,638
2036	422,950	-	-	-	555,625	-	-	-	1,535,400	-	592,823	1,383,255	4,490,053
2037	422,561	-	-	-	553,725	-	-	-	1,535,800	-	592,823	1,383,255	4,488,164
2038	422,284	-	-	-	-	-	-	-	1,534,000	-	592,823	1,383,255	3,932,362
2039	422,085	-	-	-	-	-	-	-	-	-	-	-	422,085
Totals	\$ 8,928,030	\$ 3,281,251	\$ 2,737,700	\$ 810,900	\$ 10,560,925	\$ 2,526,360	\$ 452,505	\$ 4,164,922	\$ 28,481,650	\$ 6,629,300	\$ 10,734,241	\$ 25,046,585	\$104,354,370

**Expenditure Detail – Other**

<b>Debt Service</b>						
<b>Account Number</b>	<b>Actual</b>		<b>Projected 2018</b>	<b>Budget</b>		
	<b>2016</b>	<b>2017</b>		<b>2018</b>	<b>2019</b>	<b>2020</b>
200.00.591.580.71.14 2014 GO Bond Principal	\$ 149,000	\$ 150,000	\$ 153,000	\$ 153,000	\$ 156,000	\$ 160,000
200.00.591.581.71.14 LOC Principal	-	2,250,000	-	2,250,000	-	-
200.00.591.950.71.15 2015 LTGO Bond Principal	220,000	225,000	230,000	230,000	240,000	245,000
200.00.592.181.83.14 LOC Interest/Commitment Fee	33,473	33,184	(0)	40,000	-	-
200.00.592.181.83.17 2017 LTGO Bond Interest	-	-	61,970	-	59,176	59,176
200.00.592.580.83.14 2014 LTGO Bond Interest	111,918	120,523	107,775	107,775	104,455	100,290
200.00.592.580.84.17 2017 LTGO Bond Interest	-	25,067	-	-	-	-
200.00.592.950.83.15 2015 LTGO Bond Interest	172,575	165,975	159,225	159,225	152,325	145,125
208.00.591.280.71.00 2017 LTGO Bond Principal (PW Shops)	-	-	239,026	92,000	-	-
208.00.592.280.83.00 2017 LTGO Bond Interest (PW Shops)	-	-	-	400,000	804,200	804,200
209.00.591.950.71.00 2017 LTGO Bond Principal (42nd/53rd)	-	-	305,000	172,000	242,700	233,250
209.00.592.950.83.00 2017 LTGO Bond Interest (42nd/53rd)	-	87,448	251,850	500,000	315,000	325,000
211.00.591.180.71.00 2008 LTGO Refunding Bond Principal	524,000	544,000	576,000	576,000	612,000	-
211.00.591.950.71.00 2008 LTGO Refunding Bond Principal	131,000	136,000	144,000	144,000	153,000	-
211.00.592.180.83.00 2008 LTGO Refunding Bond Interest	124,880	103,920	71,280	71,280	36,720	-
211.00.592.950.83.00 2008 LTGO Refunding Bond Interest	31,220	25,980	17,820	17,820	9,180	-
212.00.591.950.71.00 2009 LTGO SCORE Bond Principal	-	-	-	179,200	190,800	197,200
212.00.592.950.83.00 2009 LTGO SCORE Bond Interest	-	-	-	249,088	237,069	229,039
213.00.591.210.71.00 2017 UTGO Principal	-	669,000	744,000	468,600	822,000	686,000
213.00.591.220.71.00 2017 UTGO Principal	-	446,000	496,000	312,400	548,000	624,000
213.00.592.210.83.00 2017 UTGO Interest	-	898,025	920,205	1,200,000	883,005	1,341,905
213.00.592.220.83.00 2017 UTGO Interest	-	598,683	613,470	800,000	588,670	1,061,270
214.00.591.180.71.00 General Obligation Bonds	105,268	107,933	110,597	110,598	113,263	115,928
214.00.591.950.71.00 2010A LTGO SCORE Bond Principal	289,733	297,068	304,402	304,403	311,738	319,073
214.00.592.180.83.00 Interest on Long-Term External Debt	50,755	46,955	42,681	42,681	37,925	32,828
214.00.592.950.83.00 2010A LTGO Bond Interest	139,695	129,235	117,471	117,471	104,382	90,354
217.00.591.950.71.00 General Obligation Bonds	420,000	435,000	445,000	445,000	460,000	475,000
217.00.592.950.83.00 Interest on Long-Term External Debt	128,675	117,300	104,250	104,250	88,700	70,300
218.00.591.760.71.00 General Obligation Bonds	93,782	96,428	99,196	99,196	99,196	99,196
218.00.592.760.83.00 Interest on Long-Term External Debt	19,348	16,702	13,936	13,934	13,934	13,934
219.00.592.950.83.00 2017 LTGO Bond Interest	-	-	-	-	437,500	875,000
<b>Subtotal General Obligation Debt Service</b>	<b>2,745,321</b>	<b>7,725,425</b>	<b>6,328,154</b>	<b>9,359,921</b>	<b>7,820,938</b>	<b>8,303,068</b>
233.00.592.950.83.00 Interest on Long-Term External Debt	281,044	259,939	239,588	257,655	243,637	223,613
233.00.591.950.71.00 LID #33 Bond Principal	670,000	607,500	485,000	645,000	445,000	445,000
<b>Total Other</b>	<b>3,696,364</b>	<b>8,592,863</b>	<b>7,052,741</b>	<b>10,262,576</b>	<b>8,509,575</b>	<b>8,971,681</b>



**DEPARTMENT:** Public Works (103)  
**FUND:** Residential Street  
**RESPONSIBLE MANAGER:** Henry Hash

**DIVISION:** Residential Streets  
**FUND NUMBER:** 103  
**POSITION:** Public Works Director

### Description

The program provides for maintenance, lane widening, curbs and gutters, sidewalks, illumination and undergrounding of utilities of the residential street system.

### 2017-2018 Accomplishments

- ◆ Completed construction of Cascade View SRTS Phase II.
- ◆ Completed design of 42<sup>nd</sup> Ave S Phase III and began construction.
- ◆ Completed design of 53<sup>rd</sup> Ave S street improvements and began construction.

### 2019-2020 Outcome Goals

- ◆ Improve pedestrian safety in neighborhoods.

### 2019-2020 Indicators of Success

- ◆ Complete construction of 42<sup>nd</sup> Ave S Phase III from Southcenter Blvd to S 160<sup>th</sup> St.
- ◆ Complete construction of 53<sup>rd</sup> Ave S street improvements.

**Revenue and Expenditure Summary**

<b>Residential Streets Fund</b>								
	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
<b>Operating Revenue</b>								
MVFT	\$ 294,942	\$ 303,526	\$ 137,890	\$ 285,000	\$ 285,000	\$ 290,000	0.00%	1.75%
Investment Earnings	2,163	40,239	59,267	1,600	20,000	20,000	1150.00%	0.00%
<b>Total Operating Revenue</b>	<b>297,105</b>	<b>343,765</b>	<b>197,158</b>	<b>286,600</b>	<b>305,000</b>	<b>310,000</b>	<b>6.42%</b>	<b>1.64%</b>
<b>Capital Project Revenue</b>								
Intergovernmental Revenue								
Federal Grants	159,832	705,006	1,525	-	201,000	3,454,000	0.00%	1618.41%
State Grants	10,648	64,612	2,448,159	1,075,000	514,000	1,847,000	-52.19%	259.34%
Road/Street Construction Svcs	-	6,133	38,690	-	1,682,000	-	0.00%	0.00%
GO Bond Proceeds	-	8,180,000	-	2,800,000	-	-	0.00%	0.00%
Premium on Bonds Sold	-	356,839	-	-	-	-	0.00%	0.00%
Plan/Development Contributions	-	-	2,014,000	1,273,000	-	-	0.00%	0.00%
<b>Total Capital Project Revenue</b>	<b>170,480</b>	<b>9,312,590</b>	<b>4,502,374</b>	<b>5,148,000</b>	<b>2,397,000</b>	<b>5,301,000</b>	<b>-53.44%</b>	<b>121.15%</b>
Transfers In	200,000	-	-	-	1,300,000	100,000	0.00%	-92.31%
<b>Total Revenue</b>	<b>667,585</b>	<b>9,656,355</b>	<b>4,699,532</b>	<b>5,434,600</b>	<b>4,002,000</b>	<b>5,711,000</b>	<b>-26.36%</b>	<b>42.70%</b>
<b>Capital Projects</b>								
46th Ave S Safe Routes to School	-	-	-	-	80,000	1,832,000	0.00%	2190.00%
Thorndyke Safe Routes to School	675	-	-	-	-	-	0.00%	0.00%
42nd Ave S Roadside Barriers	90,010	-	-	-	-	-	0.00%	0.00%
42nd Ave S Phase III	246,583	2,522,069	4,097,000	4,465,000	2,500,000	-	-44.01%	0.00%
Residential Street Prioritization Study	177,559	-	-	-	-	-	0.00%	0.00%
Cascade View SRTS Phase II	153,924	1,331,650	2,330	-	-	-	0.00%	0.00%
53rd Ave S	159,062	285,149	3,950,000	6,410,000	3,365,000	-	-47.50%	0.00%
Macadam Rd S Complete Street	-	-	-	-	150,000	1,847,000	0.00%	1131.33%
S 152nd St Safe Routes to School	-	-	-	-	121,000	1,622,000	0.00%	1240.50%
Traffic Calming/Residential Safety	-	-	-	350,000	400,000	400,000	14.29%	0.00%
<b>Total Capital Projects</b>	<b>827,813</b>	<b>4,138,868</b>	<b>8,049,330</b>	<b>11,225,000</b>	<b>6,616,000</b>	<b>5,701,000</b>	<b>-41.06%</b>	<b>-13.83%</b>
Beginning Fund Balance	819,161	658,932	6,176,419	6,677,831	2,826,621	212,621	-57.67%	-92.48%
Change in Fund Balance	(160,228)	5,517,487	(3,349,798)	(5,790,400)	(2,614,000)	10,000	-54.86%	-100.38%
<b>Fund Balance</b>	<b>\$ 658,932</b>	<b>\$ 6,176,419</b>	<b>\$ 2,826,621</b>	<b>\$ 887,431</b>	<b>\$ 212,621</b>	<b>\$ 222,621</b>	<b>-76.04%</b>	<b>4.70%</b>

**Expenditure Detail – Supplies, Services and Other**

Services include planning, design, and project management costs, among others. Capital includes construction and purchase of capital assets related to projects accounted for in this fund.

<i>Residential Streets Fund</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
103.98.595.100.31.00 Supplies - Office & Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Supplies</b>	-	-	-	-	-	-
103.98.542.100.41.00 Prof Svcs - Road & street maintenance	-	-	-	50,000	250,000	250,000
103.98.542.300.48.00 R&M - Roadway	-	-	-	300,000	130,000	130,000
103.98.544.200.41.00 Prof Svcs - Engineering/street prioritization	169,911	512,125.20	-	-	20,000	20,000
103.98.595.100.41.00 Prof Svcs - Engineering	-	257	-	-	-	-
103.98.595.100.44.00 Advertising - Ad for bids	-	-	1,049	-	-	-
103.98.595.300.41.00 Misc - Permits	8,504	-	-	-	-	-
103.98.595.300.48.00 Prof Svcs - Right of way	74,903	-	-	-	-	-
<b>Total Services</b>	<b>253,318</b>	<b>512,382</b>	<b>1,049</b>	<b>350,000</b>	<b>400,000</b>	<b>400,000</b>
103.98.595.100.65.00 Capital - Engineering	501,716	1,038,303	1,033,137	757,000	1,186,000	1,069,000
103.98.595.200.65.00 Capital - Right of Way	-	148,451	45,984	-	-	332,000
103.98.595.300.65.00 Capital - Roadway	-	1,941,399	6,630,415.96	10,118,000	5,030,000	3,900,000
103.98.595.610.65.00 Capital - Sidewalks	-	116,672	-	-	-	-
103.98.595.630.65.00 Capital - Street Lighting	-	-	66,775	-	-	-
103.98.595.640.65.00 Capital - Traffic Control Devices	-	25,652	9,300	-	-	-
103.98.595.700.65.00 Capital - Roadway Development	-	42,267	-	-	-	-
<b>Total Other</b>	<b>501,716</b>	<b>3,312,745</b>	<b>7,785,612</b>	<b>10,875,000</b>	<b>6,216,000</b>	<b>5,301,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 755,034</b>	<b>\$ 3,825,127</b>	<b>\$ 7,786,661</b>	<b>\$ 11,225,000</b>	<b>\$ 6,616,000</b>	<b>\$ 5,701,000</b>



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**DEPARTMENT:** Public Works (104)  
**FUND:** Bridges and Arterial Streets  
**RESPONSIBLE MANAGER:** Henry Hash

**DIVISION:** Bridges and Arterial Streets  
**FUND NUMBER:** 104  
**POSITION:** Public Works Director

## Description

This program provides for the preliminary engineering, right-of-way, construction engineering, and construction of arterial streets and bridges. The program includes transportation comprehensive plans, streets, bridges, sidewalks, traffic control devices, widening, and lane additions. One-quarter percent real estate excise tax (REET) are used to fund projects.

## 2017-2018 Accomplishments

- ◆ Completed Annual Bridge Inspections and Repair Program in 2017 and 2018.
- ◆ Completed Annual Overlay and Repair and Annual Signal programs in 2017 and 2018.
- ◆ Completed construction of Tukwila Urban Center Pedestrian/Bicycle Bridge.
- ◆ Completed construction of Baker Blvd Non-Motorized Project.
- ◆ Completed construction of the Major Maintenance on 3 Bridges Project.
- ◆ Completed construction of the S 144<sup>th</sup> Street Phase II Project.
- ◆ Completed design of Boeing Access Road Bridge Rehab and started construction
- ◆ Began design of Strander Boulevard Extension Phase 3 Project.

## 2019-2020 Outcome Goals

- ◆ Improve capacity, safety, and condition of arterial streets.

## 2019-2020 Indicators of Success

- ◆ Finish design and continue to explore funding for Strander Boulevard Extension Phase 3.
- ◆ Complete construction of Boeing Access Road Bridge Rehabilitation.
- ◆ Complete construction of Boeing Access Road Bridge over Airport Way Seismic Retrofit.
- ◆ Complete West Valley Highway street and pedestrian improvements.
- ◆ Complete Annual Bridge Inspections and Repair Program for 2019 and 2020.
- ◆ Complete Annual Overlay and Repair and Annual Signal programs in 2019 and 2020.

### Revenue and Expenditure Summary

<b>Bridges &amp; Arterial Streets</b>								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Operating Revenue								
General Revenue								
Parking Taxes	214,331	214,493	300,387	206,000	325,000	470,000	57.77%	44.62%
MFVT Cities	138,796	142,836	142,678	130,000	135,000	137,000	3.85%	1.48%
Real Estate Excise Taxes	1,359,599	697,839	500,000	400,000	500,000	500,000	25.00%	0.00%
Total General Revenue	1,712,727	1,055,168	943,065	736,000	960,000	1,107,000	30.43%	15.31%
Miscellaneous Revenue								
Investment Earnings	19,711	16,910	11,740	5,000	20,000	20,000	300.00%	0.00%
Total Miscellaneous Revenue	19,711	16,910	11,740	5,000	20,000	20,000	300.00%	0.00%
<b>Total Operating Revenue</b>	<b>1,732,438</b>	<b>1,072,078</b>	<b>954,805</b>	<b>741,000</b>	<b>980,000</b>	<b>1,127,000</b>	<b>32.25%</b>	<b>15.00%</b>
Capital Project Revenue								
Road/Street Maint, Repair, Const	-	1,159,805	138,422	-	-	-	0.00%	0.00%
Impact Fees	441,500	565,445	613,996	628,000	335,000	513,000	-46.66%	53.13%
Intergovernmental								
Federal Grants	503,564	2,741,226	12,970,219	15,688,000	5,024,000	44,977,000	-67.98%	795.24%
State Grants	3,000,529	3,802,834	1,117,553	1,202,000	-	-	0.00%	0.00%
Total Intergovernmental	3,504,093	6,544,060	14,087,772	16,890,000	5,024,000	44,977,000	-70.25%	795.24%
Contributions/Donations	117,549	701,034	32,203	30,000	30,000	30,000	0.00%	0.00%
<b>Total Capital Project Revenue</b>	<b>4,063,143</b>	<b>8,970,343</b>	<b>14,872,393</b>	<b>17,548,000</b>	<b>5,389,000</b>	<b>45,520,000</b>	<b>-69.29%</b>	<b>744.68%</b>
Transfers In	751,000	1,800,000	-	3,000,000	450,000	1,000,000	-85.00%	122.22%
<b>Total Revenue</b>	<b>6,546,580</b>	<b>11,842,421</b>	<b>15,827,198</b>	<b>21,289,000</b>	<b>6,819,000</b>	<b>47,647,000</b>	<b>-67.97%</b>	<b>598.74%</b>
Capital Projects								
Overhead (Salaries & Benefits)	104,669	115,504	205,000	445,218	477,599	485,382	7.27%	1.63%
Interurban Ave S	2,115,211	977,634	-	-	-	-	0.00%	0.00%
TUC Transit Center	226,257	1,276	-	-	-	-	0.00%	0.00%
TIB Study	-	-	-	-	100,000	-	0.00%	0.00%
S 140th Crosswalks	-	-	-	-	350,000	-	0.00%	0.00%
Andover Park W (Tuk Pk-Strander)	83,231	-	-	-	-	-	0.00%	0.00%
TUC Ped/Bicycle Bridge	2,325,490	4,481,306	850,000	600,000	-	-	0.00%	0.00%
Boeing Access Rd Bridge Rehab.	110,984	359,552	8,557,000	9,900,000	1,207,000	-	-87.81%	0.00%
Baker Blvd Non-Motorized Improve.	-	777,793	187,000	-	-	-	0.00%	0.00%
Major Maint. on 3 Bridges	331,786	2,253,811	350,000	1,296,000	-	-	0.00%	0.00%
Strander Blvd Extension	300,993	340,813	3,319,000	5,555,000	3,720,000	38,389,000	-33.03%	931.96%
BAR over Airport Way Seismic Retrofit	-	-	100,000	-	267,000	2,614,000	0.00%	879.03%
BNSF Intermodal Facility Access	68,859	22,203	-	-	-	-	0.00%	0.00%
S 144th St Phase II	132,745	1,983,409	270,000	1,210,000	-	-	0.00%	0.00%
TIB & S 144th St Midblock Crossing	72,774	42,630	-	-	-	-	0.00%	0.00%
West Valley Hwy	-	-	-	482,000	572,000	3,195,000	18.67%	458.57%
42nd Ave S Bridge Replacement	-	-	-	-	-	1,600,000	0.00%	0.00%
S 119th St Pedestrian Bridge	52,393	32,227	27,000	-	-	-	0.00%	0.00%
Annual Overlay	1,421,767	747,225	1,400,000	1,400,000	1,400,000	1,400,000	0.00%	0.00%
Annual Bridge Inspections	32,639	105,517	300,000	335,000	335,000	335,000	0.00%	0.00%
Annual Traffic Signals	36,626	11,374	22,000	120,000	120,000	125,000	0.00%	4.17%
Other Misc. Capital Projects	183,163	152,541	55,315	760,000	306,000	792,000	-59.74%	158.82%
<b>Total Capital Projects</b>	<b>7,599,587</b>	<b>12,404,815</b>	<b>15,642,315</b>	<b>22,103,218</b>	<b>8,854,599</b>	<b>48,935,382</b>	<b>-59.94%</b>	<b>452.65%</b>
Beginning Fund Balance	5,052,383	3,999,376	3,436,983	4,250,655	3,621,865	1,586,266	-14.79%	-56.20%
Change in Fund Balance	(1,053,007)	(562,394)	184,883	(814,218)	(2,035,599)	(1,288,382)	150.01%	-36.71%
<b>Fund Balance</b>	<b>\$ 3,999,376</b>	<b>\$ 3,436,983</b>	<b>\$ 3,621,865</b>	<b>\$ 3,436,437</b>	<b>\$ 1,586,266</b>	<b>\$ 297,884</b>	<b>-53.84%</b>	<b>-81.22%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<i><b>Bridges &amp; Arterial Streets</b></i>							
<b>Position Description</b>	<b>2018 FTE</b>	<b>2019 FTE</b>	<b>2019 Budgeted</b>		<b>2020 FTE</b>	<b>2020 Budgeted</b>	
			<b>Salaries</b>	<b>Benefits</b>		<b>Salaries</b>	<b>Benefits</b>
Senior Engineer	1	1	\$ 125,216	\$ 34,896	1	\$ 127,680	\$ 35,906
Program Manager	1	0	-	-	0	-	-
Project Manager	1	1	112,262	50,284	1	114,672	52,275
Transportation Contract Engineer	0	1	114,556	32,458	1	114,000	32,921
Overtime			-	-		-	-
<b>Department Total</b>	<b>3</b>	<b>3</b>	<b>\$ 352,034</b>	<b>\$ 117,637</b>	<b>3</b>	<b>\$ 356,352</b>	<b>\$ 121,102</b>

**Expenditure Detail – Supplies, Services and Other**

Services include planning, design, and project management costs, among others. Capital includes construction and purchase of capital assets related to projects accounted for in this fund.

<b>Bridges &amp; Arterial Streets</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
104.98.543.100.31.00	\$ -	\$ 410	\$ -	\$ -	\$ -	\$ -
104.98.595.800.31.00 Supplies - Office & Operating	1,534.88	-	-	-	-	-
<b>Total Supplies</b>	<b>1,535</b>	<b>410</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
104.98.542.100.41.00 Prof Svcs - Overlay	575,703	632,765	1,140,440	1,147,000	716,000	732,000
104.98.542.100.43.00 Travel - Overlay	133	115	-	-	-	-
104.98.542.100.44.00 Advertising - Overlay	-	644	521	-	-	-
104.98.542.100.48.00 Repairs & Maint - Overlay	6,246	339	-	-	-	-
104.98.542.100.49.00 Misc - Overlay	190	150	-	-	-	-
104.98.542.300.48.00 R&M - Roadway, traffic control devices	946,503	805,665	3,112,190	3,315,000	1,325,000	1,325,000
104.98.542.500.41.00 Prof Svcs - Bridge inspections	-	123	-	-	-	-
104.98.542.500.48.00 R&M - Bridge inspections	31,508	879,757	589,929	-	-	-
104.98.542.610.48.00 R&M - Sidewalks	8,114	30,396	-	-	-	-
104.98.542.630.48.00	-	31,110	3,000	-	-	-
104.98.542.640.48.00 R&M - Traffic control devices	108,472	2,539	-	-	-	-
104.98.542.700.48.00	3,871	40,428	2,500	-	-	-
104.98.543.100.49.00	-	1,340	-	-	-	-
104.98.544.200.41.00 Prof Svcs - BNSF Study	198,952	235,418	211,120	-	140,000	515,000
104.98.544.200.48.00 R&M - Strander	19,692	-	-	-	-	-
104.98.544.700.48.00 R&M - traffic signals	-	-	-	-	-	-
104.98.595.100.41.00 Prof Svcs - Consulting, permits	28,486	324	-	-	-	-
104.98.595.100.42.00 Communication - Interurban Ave S	-	-	88	-	-	-
104.98.595.100.43.00 Travel - Interurban Ave S	-	-	32	-	-	-
104.98.595.100.44.00 Advertising - Bid ads	-	-	664	-	-	-
104.98.595.100.45.00 Rentals - Transit center, APW	41	-	-	-	-	-
104.98.595.100.47.00 Utilities - Strander extension	127	-	-	-	-	-
104.98.595.300.48.00	24,551	52,983	54,908	-	-	-
104.98.595.610.48.00	12,104	-	-	-	-	-
104.98.595.640.48.00	13,832	13,768	-	-	-	-
104.98.595.800.42.00 Communication - Data card	280	-	-	-	-	-
104.98.595.800.45.00 Rentals - Copier rental	1,520	-	-	-	-	-
104.98.595.800.47.00 Utilities - Water	164	-	-	-	-	-
104.98.595.800.47.26 Utilities - Surface water	2,390	2,509	1,292	-	-	-
104.98.595.800.48.00	-	-	123	-	-	-
<b>Total Services</b>	<b>1,982,877</b>	<b>2,730,374</b>	<b>5,116,807</b>	<b>4,462,000</b>	<b>2,181,000</b>	<b>2,572,000</b>
104.98.595.100.65.00 Capital - Engineering	1,378,947	2,099,630	3,262,445	5,898,000	3,246,000	5,050,000
104.98.595.200.65.00 Capital - Right of Way	138,319	-	-	-	-	-
104.98.595.300.65.00 Capital - Roadway	2,123,546	2,392,258	4,675,082	11,298,000	1,820,000	40,748,000
104.98.595.500.65.00 Capital - Structures	1,093,632	3,190,239	1,972,357	-	1,050,000	-
104.98.595.610.65.00 Capital - Sidewalks	36,376	299,067	11,800	-	-	-
104.98.595.630.65.00 Capital - Construction Projects	39,028	900,636	12,141	-	-	-
104.98.595.640.65.00 Capital - Traffic Control Devices	55,102	34,193	114,312	-	-	-
104.98.595.700.65.00 Capital - Roadside Development	341,560	200,690	39,391	-	-	-
104.98.595.800.64.00 Capital - Machinery & Equipment	-	11,374	-	-	80,000	80,000
<b>Total Other</b>	<b>5,206,511</b>	<b>9,128,087</b>	<b>10,087,529</b>	<b>17,196,000</b>	<b>6,196,000</b>	<b>45,878,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 7,190,923</b>	<b>\$ 11,858,870</b>	<b>\$ 15,204,336</b>	<b>\$ 21,658,000</b>	<b>\$ 8,377,000</b>	<b>\$ 48,450,000</b>

**DEPARTMENT:** N/A

**FUND:** Land Acquisition, Rec. and Park Dev.

**RESPONSIBLE MANAGER:** Rick Still

**FUND NUMBER:** 301

**POSITION:** Parks & Recreation Director

### **Description**

The Land Acquisition, Recreation, and Park Development fund is to be used for the acquisition of land, development of land, and construction of park facilities. The fund also includes the planning and engineering costs related to various parks. Only park-related projects are included. General government projects are in fund 303. A one-quarter real estate excise tax (REET) is available for park and other capital projects.

### **2017-2018 Accomplishments**

- ◆ Completed construction of Duwamish Gardens.
- ◆ Completed Duwamish Hill Preserve improvements.
- ◆ Completed Dog Park improvements.

### **2019-2020 Outcome Goals**

- ◆ Improve condition and safety of City parks.

### **2019-2020 Indicators of Success**

- ◆ Continue with Park improvements.
- ◆ Complete update to the 2019 Parks, Recreation & Open Space Plan.

### Revenue and Expenditure Summary

<b>Land Acquisition, Rec, &amp; Park Development</b>								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Operating Revenue								
General Revenue								
Real Estate Excise Taxes	\$ 1,359,599	\$ 697,840	\$ 500,000	\$ 500,000	\$ -	\$ -	0.00%	0.00%
Total General Revenue	1,359,599	697,840	500,000	500,000	-	-	0.00%	0.00%
Miscellaneous Revenue								
Investment Earnings	1,702	16,735	14,937	1,000	15,000	15,000	1400.00%	0.00%
Rents & Concessions	-	-	-	-	-	-	0.00%	0.00%
Total Miscellaneous Revenue	1,702	16,735	14,937	1,000	15,000	15,000	1400.00%	0.00%
<b>Total Operating Revenue</b>	<b>1,361,301</b>	<b>714,575</b>	<b>514,937</b>	<b>501,000</b>	<b>15,000</b>	<b>15,000</b>	<b>-97.01%</b>	<b>0.00%</b>
Capital Project Revenue								
Excess Prop Tax Levy-Dwmsh Hill	57,934	58,908	61,212	-	60,000	60,000	0.00%	0.00%
Intergovernmental Revenue								
State Grants	624,276	13,436	146,000	146,000	-	-	0.00%	0.00%
King County/Other Grants	774,053	218,536	-	-	-	-	0.00%	0.00%
Total Intergovernmental Revenue	1,398,328	231,972	146,000	146,000	-	-	0.00%	0.00%
<b>Total Capital Project Revenue</b>	<b>1,456,263</b>	<b>290,880</b>	<b>207,212</b>	<b>146,000</b>	<b>60,000</b>	<b>60,000</b>	<b>-58.90%</b>	<b>0.00%</b>
Transfers In - 1% for Arts	-	184,500	122,960	122,000	53,320	41,400	-56.30%	-22.36%
<b>Total Revenue</b>	<b>2,817,564</b>	<b>1,189,955</b>	<b>845,108</b>	<b>769,000</b>	<b>128,320</b>	<b>116,400</b>	<b>-83.31%</b>	<b>-9.29%</b>
Capital Projects								
Parks, Rec, & Open Space Plan	-	-	-	-	125,000	-	0.00%	0.00%
Ft Dent Park BNSF Sewer Relocate	84,371	-	-	-	-	-	0.00%	0.00%
Duwamish Hill Preserve	117,956	97,778	3,055	24,000	-	-	0.00%	0.00%
Duwamish Gardens	1,317,646	76,895	8,449	-	-	-	0.00%	0.00%
Overlay & Repair	50,666	61,074	1,600	-	-	-	0.00%	0.00%
Multipurpose Trails	-	39,249	62,000	62,000	-	-	0.00%	0.00%
Ft Dent Park	-	-	100,000	125,000	125,000	-	0.00%	0.00%
Riverton Creek Flap Gate Removal	2,083	-	-	-	-	-	0.00%	0.00%
Lake to Sound Trail	9,818	-	-	-	-	-	0.00%	0.00%
Cascade View Park Playground Equip	-	84,989	120	-	-	-	0.00%	0.00%
Dog Park Projects	-	54,591	477	40,000	-	-	0.00%	0.00%
1% for Municipal Arts	-	20,000	20,000	-	85,000	50,000	0.00%	-41.18%
Park Acquisition	-	39,736	16,445	500,000	-	-	0.00%	0.00%
Tukwila South Trail	-	-	-	-	25,000	-	0.00%	0.00%
Park Improvements	-	-	181,156	330,000	245,000	-	-25.76%	0.00%
Transfer to Public Safety Plan	-	-	3,500,000	3,500,000	-	-	0.00%	0.00%
<b>Total Capital Projects</b>	<b>1,582,540</b>	<b>474,312</b>	<b>3,893,302</b>	<b>4,581,000</b>	<b>605,000</b>	<b>50,000</b>	<b>-86.79%</b>	<b>-91.74%</b>
<b>Total Expenses</b>	<b>1,582,540</b>	<b>474,312</b>	<b>3,893,302</b>	<b>4,581,000</b>	<b>605,000</b>	<b>50,000</b>	<b>-86.79%</b>	<b>-91.74%</b>
Beginning Fund Balance	2,117,089	3,352,113	4,067,756	4,479,756	1,019,562	542,882	-77.24%	-46.75%
Change in Fund Balance	1,235,024	715,643	(3,048,194)	(3,812,000)	(476,680)	66,400	-87.50%	-113.93%
<b>Fund Balance</b>	<b>\$ 3,352,113</b>	<b>\$ 4,067,756</b>	<b>\$ 1,019,562</b>	<b>\$ 667,756</b>	<b>\$ 542,882</b>	<b>\$ 609,282</b>	<b>-18.70%</b>	<b>12.23%</b>

**Expenditure Detail – Supplies, Services and Other**

Services include planning, design, and project management costs, among others. Capital includes construction and purchase of capital assets related to projects accounted for in this fund.

<i>Land Acquisition, Rec, &amp; Park Development</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
301.98.576.800.31.00 Supplies - Office & Operating	\$ -	\$ 22,453	\$ 22,930	\$ -	\$ -	\$ -
301.98.594.760.31.00 Supplies - Office & Operating	10,460	30,093	1,555	-	-	-
<b>Total Supplies</b>	<b>10,460</b>	<b>52,546</b>	<b>24,486</b>	-	-	-
301.98.535.800.41.00 Professional Services	78,430	-	-	-	-	-
301.98.554.900.41.00 Professional Services	3	-	-	-	-	-
301.98.576.900.41.00 Professional Services	-	78,453	-	-	-	-
301.98.576.900.48.00 Repairs & Maintenance	50,666	61,074	-	-	-	-
301.98.594.760.41.00 Professional Services	314,040	64,600	24,733	70,000	325,000	50,000
301.98.594.760.45.00 Operating Rentals & Leases	-	1,019	-	-	-	-
301.98.594.760.47.00 Public Utility Services	10,834	1,850	1,500	-	-	-
301.98.594.760.48.00 Repairs & Maintenance	-	-	31,713	-	-	-
301.98.576.800.41.00 Professional Services	-	62,675	37,000	-	-	-
301.98.576.800.42.00 Communication	-	29	-	-	-	-
301.98.576.800.44.00 Advertising	-	21	-	-	-	-
301.98.576.800.45.00 Operating Rentals & Leases	-	1,380	-	-	-	-
301.98.576.800.48.00 Repairs & Maintenance	-	40,508	19,746	-	-	-
301.98.576.900.43.00 Travel	-	36	-	-	-	-
301.98.576.900.45.00 Operating Rentals & Leases	-	155	-	-	-	-
<b>Total Services</b>	<b>453,974</b>	<b>311,800</b>	<b>114,692</b>	<b>70,000</b>	<b>325,000</b>	<b>50,000</b>
301.98.594.760.61.00 Capital - Land	-	-	-	500,000	-	-
301.98.594.760.63.00 Capital - Other Improvements	-	31,713	-	-	-	-
301.98.594.760.64.00 Capital - Machinery & Equipment	-	19,170	-	-	-	-
301.98.594.760.65.00 Capital - Construction projects	1,109,427	31,865	247,680	511,000	280,000	-
<b>Total Other</b>	<b>1,109,427</b>	<b>82,748</b>	<b>247,680</b>	<b>1,011,000</b>	<b>280,000</b>	<b>-</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 1,573,860</b>	<b>\$ 447,094</b>	<b>\$ 386,857</b>	<b>\$ 1,081,000</b>	<b>\$ 605,000</b>	<b>\$ 50,000</b>



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**DEPARTMENT:****FUND:** Urban Renewal**RESPONSIBLE MANAGER:** Henry Hash**FUND NUMBER:** 302**POSITION:** Public Works Director**Description**

The Urban Renewal fund has been established to provide future funding needs to encourage redevelopment in specific areas throughout the City.

**2017-2018 Accomplishments**

- ◆ Closed sale of Phase 1 land to Tukwila Village developer.
- ◆ Completed construction of Phase 1 and held community celebration in July 2018.
- ◆ Formed a non-profit community organization to manage the Sullivan Center.
- ◆ City Council selected HealthPoint to develop a new Health and Wellness Center which will include primary care medical, dental, behavioral health and other services.

**2019-2020 Outcome Goals**

- ◆ Complete the final phase of Tukwila Village.
- ◆ Execute a purchase and sale agreement with HealthPoint.
- ◆ Sell the former Traveler's Choice Motel property.
- ◆ Sell the former Newporter Motel property.

**2019-2020 Indicators of Success**

- ◆ Tukwila Village construction is completed.
- ◆ City and HealthPoint execute a purchase and sale agreement.
- ◆ City sells Traveler's Choice and Newporter sites.

**Revenue and Expenditure Summary**

<b>Urban Renewal</b>									
	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-2020</b>	
Operating Revenue									
Miscellaneous Revenue									
Investment Earnings	\$ 2,706	\$ 12,252	\$ 21,206	\$ 3,600	\$ 10,000	\$ 10,000	177.78%	0.00%	
<b>Total Miscellaneous Revenue</b>	<b>2,706</b>	<b>12,252</b>	<b>21,206</b>	<b>3,600</b>	<b>10,000</b>	<b>10,000</b>	<b>177.78%</b>	<b>0.00%</b>	
<b>Total Operating Revenue</b>	<b>2,706</b>	<b>12,252</b>	<b>21,206</b>	<b>3,600</b>	<b>10,000</b>	<b>10,000</b>	<b>177.78%</b>	<b>0.00%</b>	
Capital Project Revenue									
Sale of Tukwila Village/Phase 1	-	-	-	4,311,000	-	-	0.00%	0.00%	
<b>Total Revenue</b>	<b>2,706</b>	<b>12,252</b>	<b>21,206</b>	<b>4,314,600</b>	<b>10,000</b>	<b>10,000</b>	<b>-99.77%</b>	<b>0.00%</b>	
Capital Projects									
Tukwila Village	17,553	50,314	9,811	15,000	15,000	15,000	0.00%	0.00%	
City Facilities	34,059	-	-	21,000	-	-	0.00%	0.00%	
TIB Redevelopment	845,599	3,810	3,500	-	20,000	-	0.00%	0.00%	
<b>Total Capital Projects</b>	<b>897,211</b>	<b>54,124</b>	<b>13,311</b>	<b>36,000</b>	<b>35,000</b>	<b>15,000</b>	<b>-2.78%</b>	<b>-57.14%</b>	
Transfer to General Fund	-	300,000	-	6,050,000	200,000	200,000	-96.69%	0.00%	
<b>Total Expenses</b>	<b>897,211</b>	<b>354,124</b>	<b>13,311</b>	<b>6,086,000</b>	<b>235,000</b>	<b>215,000</b>	<b>-96.14%</b>	<b>-8.51%</b>	
Beginning Fund Balance	3,441,546	2,547,041	2,205,169	3,976,569	2,213,064	1,988,064	-44.35%	-10.17%	
Change in Fund Balance	(894,505)	(341,872)	7,895	(1,771,400)	(225,000)	(205,000)	-87.30%	-8.89%	
<b>Ending Fund Balance</b>	<b>\$ 2,547,041</b>	<b>\$ 2,205,169</b>	<b>\$ 2,213,064</b>	<b>\$ 2,205,169</b>	<b>\$ 1,988,064</b>	<b>\$ 1,783,064</b>	<b>-9.85%</b>	<b>-10.31%</b>	

**Expenditure Detail – Supplies, Services and Other**

Services include costs associated with the Public Safety Plan, consulting, and engineering. Capital includes the purchase of property and costs associated with urban renewal projects.

<b>Urban Renewal</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
302.98.518.200.41.00 Prof Svcs - Feasibility study	33,357	-	-	-	-	-
302.98.518.200.44.00 Advertising - Bid ads	702	-	-	-	-	-
302.98.518.200.49.00 Misc - Tukwila Village	-	5,521	-	-	-	-
302.98.559.300.41.00 Prof Svcs - Consulting, engineering	775,434	38,121	-	-	-	-
302.98.559.300.43.00 Travel -	12	-	-	-	-	-
302.98.559.300.45.00 Rental - TIB redevelopment	1,530	-	-	-	-	-
302.98.559.300.47.00 Public Utilities - TIB redevelopment	69	-	-	-	-	-
302.98.559.300.47.21 Public Utilities - TIB redevelopment	(97)	85	-	-	-	-
302.98.559.300.47.22 Public Utilities - TIB redevelopment	248	-	-	-	-	-
302.98.559.300.47.25 Public Utilities - TIB redevelopment	10,964	117	-	-	-	-
302.98.559.300.47.26 Public Utilities - TIB redevelopment	12,285	10,281	-	-	-	-
302.98.559.300.49.00 Misc - TIB redevelopment	632	-	-	-	-	-
302.98.594.180.41.00 Prof Svcs - Consulting, engineering	-	-	3,695	25,000	-	-
302.98.594.190.47.25 Utilities - Water/sewer	-	-	201	-	-	-
302.98.594.190.47.26 Utilities - Surface water	-	-	9,415	-	-	-
<b>Total Services</b>	<b>835,135</b>	<b>54,124</b>	<b>13,311</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
302.98.594.180.61.00 Capital - Land (Right of Way)	-	-	-	11,000	35,000	15,000
<b>Total Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,000</b>	<b>35,000</b>	<b>15,000</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 835,135</b>	<b>\$ 54,124</b>	<b>\$ 13,311</b>	<b>\$ 36,000</b>	<b>\$ 35,000</b>	<b>\$ 15,000</b>



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**DEPARTMENT:** N/A

**FUND:** General Government Improvement

**RESPONSIBLE MANAGER:** Henry Hash

**FUND NUMBER:** 303

**POSITION:** Public Works Director

**Description:**

The General Government Improvement fund is used for improvements, additions, or other miscellaneous minor capital projects not provided for elsewhere. Projects which benefit multiple departments or functions will be given priority.

**2017-2018 Accomplishments**

- ◆ Remodeled Technology and Innovation Services office area.
- ◆ Completed additional card access security at City Hall.
- ◆ Repaired brick walkway grout at City Hall and Tukwila Community Center.
- ◆ Completed HVAC improvements to City Hall and 6300 Building.
- ◆ Completed Phase I of Tukwila Community Center siding repairs.

**2019-2020 Outcome Goals**

- ◆ Improve conditions of existing facilities.

**2019-2020 Indicators of Success**

- ◆ Complete siding/roof repairs at City Hall.
- ◆ Complete siding/roof repairs at Tukwila Community Center.

**Revenue and Expenditure Summary**

<b>General Government Improvements</b>								
	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
Operating Revenue								
Miscellaneous Revenue								
Investment Earnings	\$ 1,156	\$ 2,487	\$ 3,113	\$ 500	\$ 500	\$ 500	0.00%	0.00%
<b>Total Miscellaneous Revenue</b>	<b>1,156</b>	<b>2,487</b>	<b>3,113</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Total Operating Revenue</b>	<b>1,156</b>	<b>2,487</b>	<b>3,113</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>0.00%</b>	<b>0.00%</b>
Transfers In	200,000	200,000	200,000	200,000	200,000	200,000	0.00%	0.00%
<b>Total Revenue</b>	<b>201,156</b>	<b>202,487</b>	<b>203,113</b>	<b>200,500</b>	<b>200,500</b>	<b>200,500</b>	<b>0.00%</b>	<b>0.00%</b>
Operating Expenses								
Salaries & Wages	45,719	40,576	15,349	107,187	111,855	114,072	4.35%	1.98%
Personnel Benefits	15,239	13,525	3,837	37,406	41,592	43,105	11.19%	3.64%
<b>Total Operating Expenses</b>	<b>60,958</b>	<b>54,101</b>	<b>19,186</b>	<b>144,593</b>	<b>153,447</b>	<b>157,177</b>	<b>6.12%</b>	<b>2.43%</b>
Projects								
Fire Station #51 EOC Remodel	3,811	-	-	-	-	-	0.00%	0.00%
6300 Bldg - TIS Remodel	-	48,331	-	-	-	-	0.00%	0.00%
Fire Station #53 Replace Carpet	-	11,806	-	-	-	-	0.00%	0.00%
Police Vehicle Evidence Storage	42,451	-	-	-	-	-	0.00%	0.00%
6300 Water Service Replace.	45,716	-	-	-	-	-	0.00%	0.00%
City Hall Siding/Roof Repairs	456	16,806	-	-	50,000	50,000	0.00%	0.00%
TCC Siding/Roof Repairs	17,208	63,058	150,000	-	100,000	100,000	0.00%	0.00%
City Hall Card Access/ADA	12,801	29,132	-	-	-	-	0.00%	0.00%
City Hall HVAC	-	-	18,984	-	-	-	0.00%	0.00%
6300 Bldg HVAC	-	-	20,984	-	-	-	0.00%	0.00%
Concrete Repairs	16,371	-	-	-	-	-	0.00%	0.00%
Misc projects	6,513	2,355	25,000	150,000	49,647	50,838	-66.90%	2.40%
<b>Total Projects</b>	<b>145,327</b>	<b>171,488</b>	<b>214,968</b>	<b>150,000</b>	<b>199,647</b>	<b>200,838</b>	<b>33.10%</b>	<b>0.60%</b>
<b>Total Expenses</b>	<b>206,285</b>	<b>225,589</b>	<b>234,154</b>	<b>294,593</b>	<b>353,094</b>	<b>358,015</b>	<b>19.86%</b>	<b>1.39%</b>
Beginning Fund Balance	397,033	391,904	368,802	244,055	337,761	185,167	38.40%	-45.18%
Change in Fund Balance	(5,129)	(23,102)	(31,041)	(94,093)	(152,594)	(157,515)	62.17%	3.22%
<b>Ending Fund Balance</b>	<b>\$ 391,904</b>	<b>\$ 368,802</b>	<b>\$ 337,761</b>	<b>\$ 149,962</b>	<b>\$ 185,167</b>	<b>\$ 27,652</b>	<b>23.48%</b>	<b>-85.07%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries are based on actual costs for existing positions and include a cost of living adjustment per contractual agreements.

<b>General Government Improvements</b>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Project Manager	1	1	\$ 111,855	\$ 41,592	1	\$ 114,072	\$ 43,105
<b>Department Total</b>	<b>1</b>	<b>1</b>	<b>\$ 111,855</b>	<b>\$ 41,592</b>	<b>1</b>	<b>\$ 114,072</b>	<b>\$ 43,105</b>

**Expenditure Detail – Supplies, Services and Other**

All budgeted expenditures in the 2019-2020 biennium are anticipated to be capital project related.

<b>General Government Improvements</b>						
Account Number	Actual			Budget		
	2016	2017	Projected	2018	2019	2020
			2018			
303.98.518.300.31.00 Supplies - Repair related	\$ 73	\$ -	\$ -	\$ -	\$ -	\$ -
303.98.521.230.31.00 Supplies - Office & Operating	326	-	-	-	-	-
303.98.594.110.35.00 Small Tools - Operating	-	-	19,935	-	-	-
303.98.594.180.35.00 Small Tools - Operating	-	-	137,705	-	-	-
<b>Total Supplies</b>	<b>399</b>	<b>-</b>	<b>157,640</b>	<b>-</b>	<b>-</b>	<b>-</b>
303.98.518.300.41.00 Prof Svcs - TCC Concrete	4,146	-	-	-	-	-
303.98.518.300.48.00 R&M - 6300 Water Svc, TCC Concrete	57,944	15,732	-	-	-	-
303.98.521.230.48.00 R&M - PD Vehicle Evidence Storage	39,870	333	-	-	-	-
303.98.522.100.48.00 R&M - FS EOC	3,811	11,439	-	-	-	-
303.98.575.500.41.00 Prof Svcs - TCC siding/roofing repair	16,692	1,680	-	-	-	-
303.98.575.500.48.00 R&M - TCC siding/roofing repair	-	61,178	-	-	-	-
303.98.594.180.41.00 Prof Svcs - General services	-	-	-	20,000	20,000	20,000
303.98.594.180.48.00 R&M - Repair to various City facilities	-	25,675	-	-	-	-
<b>Total Services</b>	<b>122,463</b>	<b>116,037</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
303.98.594.180.65.00 Capital - Various minor construction	11,509	42,241	-	130,000	179,647	180,838
303.98.594.480.65.00 Capital - Howard Hanson Dam	270	-	-	-	-	-
<b>303.98.594.240.65.00</b>	<b>11,779</b>	<b>42,241</b>	<b>-</b>	<b>130,000</b>	<b>179,647</b>	<b>180,838</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 134,641</b>	<b>\$ 158,277</b>	<b>\$ 157,640</b>	<b>\$ 150,000</b>	<b>\$ 199,647</b>	<b>\$ 200,838</b>



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**DEPARTMENT:** N/A  
**FUND:** Fire Improvement  
**RESPONSIBLE MANAGER:** Jay Wittwer

**FUND NUMBER:** 304  
**POSITION:** Fire Chief

**Description**

Fire impact fees provide for fire department capital improvements and apparatus through Fire Impact Fees. Impact fees are transferred to Public Safety fund to pay for improvements specific to the fire department.

**Revenue and Expenditure Summary**

<i>Fire Improvement Fund</i>								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Operating Revenue								
<i>Miscellaneous Revenue</i>								
Investment Earnings	\$ 1,216	\$ 2,617	\$ 202	\$ 100	\$ 100	\$ 100	0.00%	0.00%
<i>Total Miscellaneous Revenue</i>	1,216	2,617	202	100	100	100	0.00%	0.00%
Capital Project Revenue								
Fire Impact Fees	183,867	285,075	400,000	450,000	500,000	500,000	11.11%	0.00%
<i>Total Revenue</i>	185,084	287,693	400,202	450,100	500,100	500,100	11.11%	0.00%
Transfer Out	-	1,017,000	400,000	400,000	500,000	500,000	25.00%	0.00%
<i>Total Expenditures</i>	-	1,017,000	400,000	400,000	500,000	500,000	25.00%	0.00%
Beginning Fund Balance	551,434	736,518	7,210	(42,890)	7,412	7,512	-117.28%	1.35%
Change in Fund Balance	185,084	(729,307)	202	50,100	100	100	-99.80%	0.00%
<b>Ending Fund Balance</b>	<b>\$ 736,518</b>	<b>\$ 7,210</b>	<b>\$ 7,412</b>	<b>\$ 7,210</b>	<b>\$ 7,512</b>	<b>\$ 7,612</b>	<b>4.19%</b>	<b>1.33%</b>



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**DEPARTMENT:** N/A  
**FUND:** Public Safety Plan Fund  
**RESPONSIBLE MANAGER:** Henry Hash

**FUND NUMBER:** 305  
**POSITION:** Public Works Director

**Description**

The Public Safety Plan fund is used to construct a new Justice Center, which will house the Police department and Court, and reconstruct existing fire stations. Projects in this fund are paid for with voter-approved debt, non-voted debt (LTGO), and other dedicated revenue sources including real estate excise taxes, impact fees, and proceeds from land sales.

**Revenue and Expenditure Summary**

<i>Public Safety Plan</i>								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Operating Revenue								
Miscellaneous Revenue								
Investment Earnings	\$ 9,561	\$ 258,283	\$ 503,546	\$ -	\$ 300,000	\$ 100,000	0.00%	-66.67%
Total Miscellaneous Revenue	9,561	258,283	503,546	-	300,000	100,000	0.00%	-66.67%
Capital Project Revenue								
Tukwila South Mitigation	-	500,000	300,000	300,000	300,000	300,000	0.00%	0.00%
Real Estate Excise Tax	-	-	500,000	-	500,000	500,000	0.00%	0.00%
Sale of Land	-	-	-	-	4,889,300	1,000,000	0.00%	-79.55%
UTGO Bond Proceeds	32,990,000	-	-	-	40,675,046	-	0.00%	0.00%
LTGO Bond Proceeds	-	-	-	-	17,500,000	-	0.00%	0.00%
Premium on Bond Proceeds	3,719,954	-	-	-	-	-	0.00%	0.00%
Total Capital Project Revenue	36,709,954	500,000	800,000	300,000	63,864,346	1,800,000	21188.12%	-97.18%
Transfers In - Fire Impact Fees	-	1,017,000	400,000	900,000	500,000	500,000	-44.44%	0.00%
Transfers In - City Facilities Fund	-	-	-	900,000	1,750,000	283,709	94.44%	-83.79%
<b>Total Revenue</b>	<b>36,719,516</b>	<b>1,775,283</b>	<b>1,703,546</b>	<b>1,200,000</b>	<b>66,414,346</b>	<b>2,683,709</b>	<b>5434.53%</b>	<b>-95.96%</b>
Expenditures								
Justice Center	123,832	431,265	17,868,999	13,657,000	26,596,000	23,515,000	94.74%	-11.58%
Fire Station 51	59,853	254,484	1,145,000	7,565,000	9,416,000	2,396,000	24.47%	-74.55%
Fire Station 52	8,256	161,299	771,000	672,000	2,963,000	13,749,000	340.92%	364.02%
Fire Station 54	-	142,791	1,062,000	-	297,000	-	0.00%	0.00%
Fire Equipment	-	-	-	-	324,578	28,146	0.00%	-91.33%
Total Capital Projects	191,941	989,839	20,846,999	21,894,000	39,596,578	39,688,146	80.86%	0.23%
Transfer for Fire Apparatus	14,447	573,651	4,542,972	3,600,000	300,000	340,000	-91.67%	13.33%
<b>Total Expenditures</b>	<b>206,388</b>	<b>1,563,490</b>	<b>25,389,972</b>	<b>25,494,000</b>	<b>39,896,578</b>	<b>40,028,146</b>	<b>56.49%</b>	<b>0.33%</b>
Beginning Fund Balance	-	36,513,127	36,724,920	48,268,920	13,038,494	39,556,262	-72.99%	203.38%
Change in Fund Balance	36,513,127	211,793	(23,686,426)	(24,294,000)	26,517,768	(37,344,437)	-209.15%	-240.83%
<b>Ending Fund Balance</b>	<b>\$ 36,513,127</b>	<b>\$ 36,724,920</b>	<b>\$ 13,038,494</b>	<b>\$ 23,974,920</b>	<b>\$ 39,556,262</b>	<b>\$ 2,211,825</b>	<b>64.99%</b>	<b>-94.41%</b>

**Expenditure Detail –Services and Capital**

Services include consulting and design. Capital includes land acquisition and construction. Project costs are related to Public Safety Plan.

Included in line 305.98.594.220.62.00 2019 budget of \$12,676,000 below is \$297 thousand to study what it would take to make life safety improvements to the existing fire station 54.

<b>Public Safety Plan</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
305.98.522.220.35.00	Supplies - Bunker gear, SCBAs	\$ -	\$ 403,948	\$ 2,393	\$ -	\$ -	\$ -
305.98.594.220.35.00	Supplies - Extrication, SCBA fill station	-	-	4,066	-	324,578	28,146
305.98.521.210.31.00	Supplies - Office & Operating	-	-	34	-	-	-
305.98.522.220.31.00	Supplies - Office & Operating	-	-	733	-	-	-
<b>Total Supplies</b>		<b>-</b>	<b>403,948</b>	<b>7,225</b>	<b>-</b>	<b>324,578</b>	<b>28,146</b>
305.98.594.180.41.00	Prof Svcs - Design for Justice Center	\$ -	\$ -	\$ 815,966	\$ 2,157,000	\$ -	\$ -
305.98.594.220.41.00	Prof Svcs - Design for Fire Stations	-	-	12,750	1,314,000	-	-
<b>Total Services</b>		<b>-</b>	<b>-</b>	<b>828,716</b>	<b>3,471,000</b>	<b>-</b>	<b>-</b>
305.00.594.220.64.00	Capital - Land Fire Station	-	-	882,730	2,269,000	-	-
305.98.594.180.61.00	Capital - Buildings & Structures	-	-	2,977,600	-	-	-
305.98.594.210.61.00	Capital - Land of Justice Center	-	-	13,499,142	11,500,000	460,000	-
305.98.594.210.62.00	Capital - Construction of Justice Center	-	431,266	576,258	-	26,136,000	23,515,000
305.98.594.220.61.00	Capital - Land Fire Station	-	-	917,002	-	-	-
305.98.594.220.62.00	Capital - Construction of Fire Stations	-	558,574	288,183	-	12,676,000	16,145,000
305.98.594.220.64.00	Capital - Fire equipment	-	9,130	1,684	-	-	-
305.98.594.220.65.00	Capital - Fire Stations	-	-	868,459	4,654,000	-	-
<b>Total Other</b>		<b>-</b>	<b>998,969</b>	<b>20,011,058</b>	<b>18,423,000</b>	<b>39,272,000</b>	<b>39,660,000</b>
<b>Total Supplies, Services and Other</b>		<b>\$ -</b>	<b>\$ 1,402,917</b>	<b>\$ 20,846,999</b>	<b>\$ 21,894,000</b>	<b>\$ 39,596,578</b>	<b>\$ 39,688,146</b>

**DEPARTMENT:** N/A  
**FUND:** City Facilities Fund  
**RESPONSIBLE MANAGER:** Henry Hash

**FUND NUMBER:** 306  
**POSITION:** Public Works Director

**Description**

The City Facilities Fund is used for new construction or major reconstruction of city facilities. The current project accounted for in this fund is the Public Works Shops facility.

**Revenue and Expenditure Summary**

<b>City Facilities</b>								
	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
<b>Revenue</b>								
Bond Proceeds	\$ -	\$ -	\$20,000,000	\$23,343,000	\$ 7,500,000	\$ -	-67.87%	0.00%
Transfers In - General Fund	-	141,854	1,000,000	-	-	-	0.00%	0.00%
Transfers In - Land Acq. (REET)	-	-	3,000,000	3,000,000	-	-	0.00%	0.00%
Transfers In - Utility Funds	-	141,854	4,000,000	1,250,000	-	-	0.00%	0.00%
<b>Total Revenue</b>	<b>-</b>	<b>283,709</b>	<b>28,000,000</b>	<b>27,593,000</b>	<b>7,500,000</b>	<b>-</b>	<b>-72.82%</b>	<b>0.00%</b>
<b>Expenditures</b>								
<b>Capital Projects</b>								
Public Works Shops	-	283,709	22,336,000	23,302,000	2,879,000	4,501,291	-87.64%	56.35%
<b>Total Capital Projects</b>	<b>-</b>	<b>283,709</b>	<b>22,336,000</b>	<b>23,302,000</b>	<b>2,879,000</b>	<b>4,501,291</b>	<b>-87.64%</b>	<b>56.35%</b>
Transfer to General Fund	-	-	1,000,000	-	-	-	0.00%	0.00%
Transfer to Utility Funds	-	-	2,750,000	-	-	-	0.00%	0.00%
Transfer to Public Safety Plan Fund	-	-	-	-	1,750,000	283,709	0.00%	-83.79%
<b>Total Expenditures</b>	<b>-</b>	<b>283,709</b>	<b>26,086,000</b>	<b>23,302,000</b>	<b>4,629,000</b>	<b>4,785,000</b>	<b>-80.13%</b>	<b>3.37%</b>
Beginning Fund Balance	-	-	-	420,000	1,914,000	4,785,000	355.71%	150.00%
Change in Fund Balance	-	-	1,914,000	4,291,000	2,871,000	(4,785,000)	-33.09%	-266.67%
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,914,000</b>	<b>\$ 4,711,000</b>	<b>\$ 4,785,000</b>	<b>\$ 0</b>	<b>1.57%</b>	<b>-100.00%</b>

**Expenditure Detail –Services and Capital**

Services include consulting and design. Capital includes land acquisition and construction. Project costs are related to City Facilities.

<b>City Facilities</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
306.98.594.180.41.00 Prof Svcs - Design for PW Shops	\$ -	\$ -	\$ 2,302,000	\$ 2,302,000	\$ -	\$ -
<b>Total Services</b>	-	-	<b>2,302,000</b>	<b>2,302,000</b>	-	-
306.98.594.180.61.00 Capital - Land PW Shops	-	-	19,897,974	21,000,000	-	-
306.98.594.480.62.00 Capital - Buildings & Structures	-	283,709	136,026	-	2,879,000	4,501,291
<b>Total Other</b>	-	<b>283,709</b>	<b>20,034,000</b>	<b>21,000,000</b>	<b>2,879,000</b>	<b>4,501,291</b>
<b>Total Supplies, Services and Other</b>	<b>\$ -</b>	<b>\$ 283,709</b>	<b>\$ 22,336,000</b>	<b>\$ 23,302,000</b>	<b>\$ 2,879,000</b>	<b>\$ 4,501,291</b>

## ENTERPRISE FUNDS

Enterprise funds account for activities that are business-like whereby a majority of the funding comes from user fees and charges for services. The City has four enterprise funds – three utility funds and the golf course fund.

- 1. Water Fund** - The Water Fund serves approximately 60% of the property owners in the City, with 2,171 accounts, with Water District 125, Highline Water District and a few other districts serving the remainder. All structures providing shelter or facilities where people live or work are required to have water service. Water customers are charged for water services based on consumption plus a base fee. Meters are read and customers are billed monthly.
- 2. Sewer** – The Sewer Fund serves approximately 60% of the property owners in the City, with 1,787 accounts, and Valley View Sewer District serving the remainder. All new properties within the City’s sewer fund boundaries are required to hook up to the City’s sewer system. Certain residences in the Allentown and Foster Point areas remain on septic systems through a grandfather clause but will be required to use the sewer system upon sale or major renovation of the residences. Residential single family sewer customers are charged a flat monthly fee; commercial and multifamily customers are charged a base fee plus a usage fee based on water consumption. Water consumption that does not flow into the sewer system, such as water used for irrigation or in manufacturing (i.e. Production of beverages) can be separately metered to reduce the sewer charge. Customers are billed monthly for sewer services.
- 3. Surface Water** – The Surface Water Fund serves all properties within City boundaries. Fees are assessed to each parcel based on property use (i.e. residential or commercial) and on the permeability of open spaces. The fees are used to build and maintain the storm drain system to control and alleviate flooding, and to comply with state and federally mandated clean water and environmental legislation. Surface Water charges are included with King County property tax bills as of January 2019.
- 4. Golf Course**-The Foster Golf Links was purchased by the City from the Aliment family in 1978 after a 1976 voter approved measure passed by Tukwila citizens. The course is one of the oldest in the state having been established in 1925. The golf course’s adjacency to the Duwamish River adds to the serene and rural feel; its location two blocks from a main interstate, I-5, provides quick and easy access. The clubhouse restaurant, Billy Baroo’s, serves as a community meeting place hosting reunions, weddings and other business and social events for people who live, work and visit Tukwila.

## Enterprise Fund Financial Summaries

<b>Enterprise Funds 2019</b>						
	<b>Water</b>	<b>Sewer</b>	<b>Surface Water</b>	<b>Total Utility</b>	<b>Golf Course</b>	<b>Total Enterprise</b>
Rate Increase	5%	0%	5%			
Operating Revenue						
Charges for Services						
Utility charges	\$ 7,206,000	\$ 9,732,000	\$ 6,663,000	\$23,601,000	\$ -	\$ 23,601,000
Green Fees, Instruction	-	-	-	-	1,041,500	1,041,500
Sales of Merchandise	-	-	-	-	135,000	135,000
<b>Total Charges for Services</b>	<b>7,206,000</b>	<b>9,732,000</b>	<b>6,663,000</b>	<b>23,601,000</b>	<b>1,176,500</b>	<b>24,777,500</b>
Miscellaneous Revenue						
Connection Fees	80,000	125,000	-	205,000	-	205,000
Rents and Concessions	-	-	-	-	306,000	306,000
Investment Earnings	31,000	55,000	40,000	126,000	500	126,500
Other Misc Revenue	-	-	-	-	10,900	10,900
<b>Total Miscellaneous Revenue</b>	<b>111,000</b>	<b>180,000</b>	<b>40,000</b>	<b>331,000</b>	<b>317,400</b>	<b>648,400</b>
<b>Total Operating Revenue</b>	<b>7,317,000</b>	<b>9,912,000</b>	<b>6,703,000</b>	<b>23,932,000</b>	<b>1,493,900</b>	<b>25,425,900</b>
Non-operating revenue						
Intergovernmental - grants	-	-	2,367,000	2,367,000	-	2,367,000
Transfer in from General Fund	-	-	-	-	300,000	300,000
<b>Total Non-operating Revenue</b>	<b>-</b>	<b>-</b>	<b>2,367,000</b>	<b>2,367,000</b>	<b>300,000</b>	<b>2,667,000</b>
<b>Total Revenue</b>	<b>7,317,000</b>	<b>9,912,000</b>	<b>9,070,000</b>	<b>26,299,000</b>	<b>1,793,900</b>	<b>28,092,900</b>
Operating Expenses						
Salaries & Wages	618,746	389,529	1,089,529	2,097,805	693,437	2,791,242
Personnel Benefits	283,215	175,229	482,172	940,616	301,888	1,242,504
Supplies	3,215,550	4,788,600	42,500	8,046,650	207,000	8,253,650
Services	301,567	278,548	761,013	1,341,128	316,837	1,657,965
Intergovt Services & Taxes	1,004,000	1,113,700	720,300	2,838,000	6,000	2,844,000
<b>Total Operating Expenses</b>	<b>5,423,078</b>	<b>6,745,606</b>	<b>3,095,515</b>	<b>15,264,198</b>	<b>1,525,162</b>	<b>16,789,361</b>
Capital Expenses						
Capital Project Expenses	1,095,500	2,969,000	4,430,000	8,494,500	50,000	8,544,500
Principal	134,242	326,892	289,042	750,176	-	750,176
Interest	172,050	119,088	231,981	523,119	-	523,119
<b>Total Capital Expenses</b>	<b>1,401,792</b>	<b>3,414,980</b>	<b>4,951,023</b>	<b>9,767,795</b>	<b>50,000</b>	<b>9,817,795</b>
Transfers Out for Debt Service	159,027	88,868	219,830	467,724	-	467,724
Transfers Out for 1% Arts	5,830	21,440	5,950	33,220	500	33,720
Indirect cost allocation	661,175	504,022	660,906	1,826,103	189,683	2,015,786
<b>Total Expenses</b>	<b>7,650,901</b>	<b>10,774,916</b>	<b>8,933,224</b>	<b>27,359,041</b>	<b>1,765,345</b>	<b>28,622,942</b>
Change in Fund Balance	(333,901)	(862,916)	136,776	(1,060,041)	28,555	(530,042)
Beginning Fund Balance	5,149,522	9,174,430	754,303	15,078,255	640,081	15,718,336
<b>Ending Fund Balance</b>	<b>\$ 4,815,620</b>	<b>\$ 8,311,514</b>	<b>\$ 891,079</b>	<b>\$ 14,018,214</b>	<b>\$ 668,636</b>	<b>\$ 14,686,850</b>

<b>Enterprise Funds 2020</b>						
	<b>Water</b>	<b>Sewer</b>	<b>Surface Water</b>	<b>Total Utility</b>	<b>Golf Course</b>	<b>Total Enterprise</b>
Rate Increase	5%	3.5%	3%			
Operating Revenue						
Charges for Services						
Utility charges	\$ 7,388,000	\$ 9,732,000	\$ 6,863,000	\$ 23,983,000	\$ -	\$ 23,983,000
Green Fees, Instruction	-	-	-	-	1,088,500	1,088,500
Sales of Merchandise	-	-	-	-	137,000	137,000
<b>Total Charges for Services</b>	<b>7,388,000</b>	<b>9,732,000</b>	<b>6,863,000</b>	<b>23,983,000</b>	<b>1,225,500</b>	<b>25,208,500</b>
Miscellaneous Revenue						
Connection Fees	100,000	125,000	-	225,000	-	225,000
Rents and Concessions	-	-	-	-	311,000	311,000
Investment Earnings	36,000	55,000	50,000	141,000	500	141,500
Other Misc Revenue	-	-	-	-	10,900	10,900
<b>Total Miscellaneous Revenue</b>	<b>136,000</b>	<b>180,000</b>	<b>50,000</b>	<b>366,000</b>	<b>322,400</b>	<b>688,400</b>
<b>Total Operating Revenue</b>	<b>7,524,000</b>	<b>9,912,000</b>	<b>6,913,000</b>	<b>24,349,000</b>	<b>1,547,900</b>	<b>25,896,900</b>
Non-operating revenue						
Intergovernmental - grants	-	-	1,077,000	1,077,000	-	1,077,000
Transfer in from General Fund	-	-	-	-	300,000	300,000
<b>Total Non-operating Revenue</b>	<b>-</b>	<b>-</b>	<b>1,077,000</b>	<b>1,077,000</b>	<b>300,000</b>	<b>1,377,000</b>
<b>Total Revenue</b>	<b>7,524,000</b>	<b>9,912,000</b>	<b>7,990,000</b>	<b>25,426,000</b>	<b>1,847,900</b>	<b>27,273,900</b>
Operating Expenses						
Salaries & Wages	632,379	399,958	1,115,653	2,147,989	713,129	2,861,118
Personnel Benefits	294,631	182,586	496,998	974,215	315,160	1,289,375
Supplies	3,307,300	4,788,600	42,500	8,138,400	207,000	8,345,400
Services	323,858	302,957	662,881	1,289,696	322,107	1,611,803
Intergov't Services & Taxes	1,022,000	1,113,700	741,300	2,877,000	6,000	2,883,000
<b>Total Operating Expenses</b>	<b>5,580,169</b>	<b>6,787,801</b>	<b>3,059,331</b>	<b>15,427,300</b>	<b>1,563,396</b>	<b>16,990,696</b>
Capital Expenses						
Capital Project Expenses	2,225,000	1,900,000	2,751,000	6,876,000	50,000	6,926,000
Principal	135,801	330,537	289,748	756,086	-	756,086
Interest	192,952	128,194	261,025	582,170	-	582,170
<b>Total Capital Expenses</b>	<b>2,553,753</b>	<b>2,358,731</b>	<b>3,301,773</b>	<b>8,214,256</b>	<b>50,000</b>	<b>8,264,256</b>
Transfers Out for Debt Service	181,339	101,337	250,674	533,350	-	533,350
Transfers Out for 1% Arts	-	13,000	5,950	18,950	500	19,450
Indirect cost allocation	684,977	522,167	684,699	1,891,843	196,512	2,088,354
<b>Total Expenses</b>	<b>9,000,238</b>	<b>9,783,035</b>	<b>7,302,426</b>	<b>26,085,699</b>	<b>1,810,408</b>	<b>27,343,307</b>
Change in Fund Balance	(1,476,238)	128,965	687,574	(659,699)	37,492	(69,407)
Beginning Fund Balance	4,815,620	8,311,514	891,079	14,018,214	668,636	14,686,850
<b>Ending Fund Balance</b>	<b>\$ 3,339,382</b>	<b>\$ 8,440,480</b>	<b>\$ 1,578,653</b>	<b>\$ 13,358,515</b>	<b>\$ 706,128</b>	<b>\$ 14,064,643</b>



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**DEPARTMENT:** Public Works  
**FUND:** Water  
**RESPONSIBLE MANAGER:** Henry Hash

**FUND NUMBER:** 401  
**POSITION:** Public Works Director

**Description**

The mission of the Water Utility is to operate and maintain a water distribution system that will provide residential, commercial, and industrial customers with high water quality, adequate capacity and pressure, at economical costs. The system distributes, on an annual basis, approximately 776 million gallons of water through 41 miles of water mains through approximately 2,202 meters. The Water Utility maintains relationships with adjoining jurisdictions, cities, water districts, sewer districts, and the Washington State Department of Health. Additional service is provided with reclaimed water along the Interurban Avenue South Corridor.

**2017-2018 Accomplishments**

- ◆ Completed construction of Andover Park E Water Main Replacement.
- ◆ Continued development of the GIS as-builts of City water infrastructure.
- ◆ Completed construction of 53rd Ave S water improvements.
- ◆ Continued monitoring water use efficiency efforts and provided an annual report.
- ◆ Achieved 10 percent water savings to meet Water Efficiency Goals established by the Municipal Water Law.

**2019-2020 Outcome Goals**

- |                                     |   |
|-------------------------------------|---|
| ◆ Improve water use efficiency.     | <b>Strategic Goal 1 Utility Comp Plan Goal 12.1</b> |
| ◆ Improve water system reliability. | <b>Strategic Goal 1 Utility Comp Plan Goal 12.1</b> |
| ◆ Increase water system capacity.   | <b>Strategic Goal 1 Utility Comp Plan Goal 12.1</b> |

**2019-2020 Indicators of Success**

- ◆ Complete construction of Macadam Rd S Water Upgrade.
- ◆ Complete construction of 58th Ave S Water Main Replacement.
- ◆ Continue development of the GIS as-builts of City water infrastructure.
- ◆ Complete update to Water Comprehensive Plan.
- ◆ Finish design and begin construction of Martin Luther King Jr Water Main.
- ◆ Continued development of the GIS as-builts of city water infrastructure.

**Performance Measures**

Public Works - Water	Actual			Projected	
	2016	2017	Estimated 2018	2019	2020
<b>Ensure a safe supply of drinking water</b>					
Number of backflow prevention assemblies (BPA) certified	1,500	1,665	1,685	1,715	1,725
Number of water system samples tested	25	47	50	50	50
Number of zones where mains are flushed	150	129	135	135	135
Bi-monthly tests for coliform & chlorine residual levels	18	25	25	25	25
Number of fire hydrants tested	585	570	575	580	580
<b>Capital</b>					
Number of water meters 2 inches and larger tested for accuracy	145	90	100	125	110
Number of new water meters installed within 48 hours of hook-up request	10	13	15	17	19
<b>Customers</b>					
Number of water customers	2,145	2,150	2,202	2,500	2,600
Total Gallons of Water Purchased (in thousands)	712,000	775,000	776,000	777,000	778,000
Number of total water system miles	43	44	44	44	45
Number of fire hydrants	595	595	600	605	608
Number of shut-off notices	380	375	370	380	380
Number of actual shut-offs for non-payment	40	40	40	40	40

### Revenue and Expense Summary

Water								
	Actual			Budget			Percent Change	
	Projected			2018	2019	2020	2018-19	2019-20
	2016	2017	2018					
Operating Revenue								
Charges for Services								
Water Sales	\$ 6,401,246	\$ 6,774,040	\$ 6,939,820	\$ 6,996,000	\$ 7,206,000	\$ 7,388,000	3.00%	2.53%
Inspection Fees	210	345	382	1,000	-	-	0.00%	0.00%
Total Charges for Services	6,401,456	6,774,385	6,940,203	6,997,000	7,206,000	7,388,000	2.99%	2.53%
Miscellaneous Revenue								
Investment Earnings	33,658	62,912	52,481	21,000	31,000	36,000	47.62%	16.13%
Sale of Capital Assets	(3,538)	4	-	-	-	-	0.00%	0.00%
Other Misc Revenue	186	3,969	400	-	-	-	0.00%	0.00%
Total Miscellaneous Revenue	30,307	66,885	52,881	21,000	31,000	36,000	47.62%	16.13%
Total Operating Revenue	6,431,763	6,841,271	6,993,084	7,018,000	7,237,000	7,424,000	3.12%	2.58%
Capital Project Revenue								
State Grant	41,082	-	-	-	-	-		
Capital contributions	60,209	216,339	83,444	25,000	80,000	100,000	220.00%	25.00%
Transfer In from Fund 306	-	-	935,000	-	-	-	0.00%	0.00%
Total Capital Project Revenue	101,291	216,339	1,018,444	25,000	80,000	100,000	220.00%	25.00%
<b>Total Revenue</b>	<b>6,533,054</b>	<b>7,057,609</b>	<b>8,011,528</b>	<b>7,043,000</b>	<b>7,317,000</b>	<b>7,524,000</b>	<b>3.89%</b>	<b>2.83%</b>
Operating Expenses								
Salaries & Wages	529,831	557,332	607,264	612,767	618,746	632,379	0.98%	2.20%
Personnel Benefits	211,894	244,672	271,233	271,885	283,215	294,631	4.17%	4.03%
Supplies	2,650,091	3,031,752	2,417,466	2,815,300	3,215,550	3,307,300	14.22%	2.85%
Services	259,278	535,451	363,601	288,436	301,567	323,858	4.55%	7.39%
Intergov't Services & Taxes	931,294	979,237	999,004	982,000	1,004,000	1,022,000	2.24%	1.79%
Total Operating Expenses	4,582,389	5,348,444	4,658,569	4,970,388	5,423,078	5,580,169	9.11%	2.90%
Capital Expenses								
Salaries & Wages	30,398	42,500	17,022	-	-	-	0.00%	0.00%
Personnel Benefits	12,074	17,054	7,194	-	-	-	0.00%	0.00%
Supplies	2,544	-	3,846	-	-	-	0.00%	0.00%
Services	235,496	237,296	607,081	317,000	473,000	505,000	49.21%	6.77%
Capital Outlay	341,352	1,629,668	1,233,857	753,000	622,500	1,720,000	-17.33%	176.31%
Principal	132,734	132,333	133,992	133,992	134,242	135,801	0.19%	1.16%
Interest	15,449	14,066	14,500	14,500	172,050	192,952	1086.55%	12.15%
Total Capital Expenses	770,047	2,072,917	2,017,493	1,218,492	1,401,792	2,553,753	15.04%	82.18%
Transfers Out for Debt Service	-	-	40,634	81,180	159,027	181,339	95.89%	14.03%
Transfers Out for Public Safety Plan	-	47,285	1,200,000	1,200,000	-	-	0.00%	0.00%
Transfers Out for 1% Arts	-	22,650	7,530	-	5,830	-	0.00%	0.00%
Indirect cost allocation	603,974	616,053	628,374	628,374	661,175	684,977	5.22%	3.60%
Total Transfers	603,974	685,988	1,876,538	1,909,554	826,032	866,316	-56.74%	4.88%
<b>Total Expenses</b>	<b>5,956,409</b>	<b>8,107,349</b>	<b>8,552,599</b>	<b>8,098,434</b>	<b>7,650,901</b>	<b>9,000,238</b>	<b>-5.53%</b>	<b>17.64%</b>
Beginning Fund Balance	6,163,687	6,740,332	5,690,592	2,171,971	5,149,522	4,815,620		
Change in Fund Balance	576,645	(1,049,739)	(541,071)	(1,055,434)	(333,901)	(1,476,238)	-68.36%	342.12%
<b>Net working capital (Fund Balance)</b>	<b>\$ 6,740,332</b>	<b>\$ 5,690,592</b>	<b>\$ 5,149,522</b>	<b>\$ 1,116,537</b>	<b>\$ 4,815,620</b>	<b>\$ 3,339,382</b>	<b>331.30%</b>	<b>-30.66%</b>

### Capital Projects

The capital projects listed below are capital projects planned for the 2019-2020 biennium. The year in which the project is estimated to be completed has been provided. Additional information on the projects may be found in the Capital Improvement Program section of the budget document.

2019-2020 Water Capital Projects	2019	2020	Anticipated
	Budget	Budget	Completion
58th Ave S Water Main Replacement	\$ 679,000	\$ -	2019
Water Comprehensive Plan	140,000	140,000	2020
GIS Inventory of Water System	100,000	100,000	N/A
Macadam Rd S Water Upgrade	87,000	1,950,000	2020
Martin Luther King Jr. Water Main	50,000	-	2022
Interurban Water Reuse	-	15,000	N/A
	<b>\$ 1,056,000</b>	<b>\$ 2,205,000</b>	

### Debt Service Requirements

The following chart provides information on debt service requirements, by debt issue, for the biennium.

Debt Service	Project	Budget	
		2019	2020
<b>2015 Revenue Bonds</b>	<b>Allentown Phase II</b>		
Principal		39,191	40,720
Interest		7,938	7,021
	Total	<b>47,130</b>	<b>47,741</b>
<b>PWTFL 2001</b>	<b>Duwamish/Valley View</b>		
Principal		14,454	14,454
Interest		217	145
	Total	<b>14,671</b>	<b>14,599</b>
<b>PWTFL 2004</b>	<b>Allentown Phase II</b>		
Principal		80,625	80,625
Interest		2,419	2,016
	Total	<b>83,044</b>	<b>82,641</b>
<b>Public Safety Plan</b>	<b>Public Works Shops</b>		
<b>2018 Bond Issuance</b>			
Interest		136,714	136,714
	Total	<b>136,714</b>	<b>136,714</b>
<b>Public Safety Plan</b>	<b>Public Works Shops</b>		
<b>2019 Bond Issuance</b>			
Interest		22,313	44,625
	Total	<b>22,313</b>	<b>44,625</b>
Total Principal		134,271	135,799
Total Interest		169,600	190,520
<b>Total Debt Service</b>		<b>\$ 303,871</b>	<b>\$ 326,320</b>

Amortization of premiums and discounts are not included in this schedule but are included in the Revenue and Expense Summary statement.

**Expenditure Detail - Salaries and Benefits**

Salaries for budgeted positions are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<b>Public Works - Water</b>							
Position Description	2018	2019	2019 Budget		2020	2020 Budget	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Maint & Ops Superintendent	1	1	\$ 85,278	\$ 41,742	1	\$ 87,000	\$ 43,436
Maint & Ops Foreman	1	1	85,833	37,880	1	87,528	39,335
Maint & Ops Specialist	4	4	299,404	146,886	4	306,936	153,227
Water Quality Specialist	1	1	80,623	36,141	1	82,200	37,573
Development Manager	0	0.4	56,608	18,147	0.4	57,715	18,640
Senior Engineer	0.5	0	-	-	0	-	-
Extra Labor			4,000	396		4,000	396
Overtime			7,000	694		7,000	694
Clothing Allowance				1,330			1,330
<b>Department Total</b>	<b>7.5</b>	<b>7.4</b>	<b>\$ 618,746</b>	<b>\$ 283,215</b>	<b>7.4</b>	<b>\$ 632,379</b>	<b>\$ 294,631</b>

**Water Operations & Maintenance Capital**

The Water Department operations and maintenance capital purchases for 2019/2020 include \$23,500 in 2019 for a Vehicle Gateway Base Station (VGB). The VGB allows the reading of a new generation of 520m radios on the water meters. The Water Department also has \$30,000 budgeted (\$10,000 in 2019 and \$20,000 in 2020) for a Water Distribution Chlorine Analyzer, which allows staff to sample chlorine residual once a day within several of the water distribution pressure zones, as required by the Washington State Department of Health. In 2019, there is \$6,000 budgeted for a temporary potable water line for emergencies.

**Expenditure Detail – Supplies, Services and Other**

Supplies include miscellaneous operating supplies for the water utility and purchased water. Services including engineering and surveying, repair and replacement charges, insurance, utilities, registrations, and credit card fees, among others. Intergovernmental includes excise tax and interfund utility tax.

<b>Water - Administration</b>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
401.01.534.800.31.00 Supplies -Office & Operating	\$ (1,934)	\$ 1,706	\$ 479	\$ 500	\$ 500	\$ 500
401.01.534.800.31.01 Supplies -Office & Safety	3,605	2,116	1,896	2,000	2,000	2,000
401.01.534.800.31.02 Supplies -Operating	15,042	26,753	21,695	26,000	26,000	26,000
401.01.534.800.31.03 Supplies -Repairs & Maintenance	49,561	57,329	60,655	58,500	58,500	58,500
401.01.534.800.31.04 Supplies -Billing	2,106	2,674	1,310	2,300	2,300	2,300
401.01.534.800.31.05 Supplies -Large Meters	42,002	30,146	16,022	55,000	55,000	55,000
401.01.534.800.33.01 Supplies -Purchased Water	2,524,605	2,905,004	2,291,131	2,650,000	3,050,250	3,142,000
401.01.534.800.33.04 Supplies -Reclaimed Water	3,794	4,211	11,907	10,000	10,000	10,000
401.01.534.800.35.00 Small Tools & Minor Equip -Tools	8,444	985	11,926	8,500	8,500	8,500
401.01.534.800.35.01 Small Tools & Minor Equip -Traffic control	2,866	828	446	2,500	2,500	2,500
<b>Total Supplies</b>	<b>2,650,091</b>	<b>3,031,752</b>	<b>2,417,466</b>	<b>2,815,300</b>	<b>3,215,550</b>	<b>3,307,300</b>

**Expenditure Detail – Supplies, Services and Other, Continued**

<i>Water - Administration, Continued</i>						
Account Number	Actual			Budget		
	2016	2017	Projected 2018	2018	2019	2020
401.01.534.800.41.00 Prof Svcs - Engineering services, water analysis, and computer programming	7,174	51,333	53,530	8,000	8,000	8,000
401.01.534.800.41.01 Prof Svcs -Utility one call services for utility line locates	527	632	656	500	500	500
401.01.534.800.41.02 Prof Svcs -CDL licenses, hearing tests	765	500	603	1,000	1,000	1,000
401.01.534.800.42.00 Communication -Phone bills and Nextels	720	2,001	2,776	2,500	2,500	2,500
401.01.534.800.43.00 Travel -Mileage, meals (for overtime), parking	109	923	935	1,500	1,500	1,500
401.01.534.800.45.00 Rental -Tapping machines, test pumps and other emergency equipment	3,042	1,230	3,142	1,500	1,500	1,500
401.01.534.800.45.94 Rental -Equip Replacement Fund	86,774	131,873	109,461	109,461	81,143	93,036
401.01.534.800.45.95 Rental -Equipment Rental O & M	46,188	76,010	73,868	73,868	80,003	85,775
401.01.534.800.46.01 Insurance -WCIA Liability	26,901	14,853	16,410	16,338	18,051	21,661
401.01.534.800.47.00 Public Utility -Gas, electricity, water, and sewer for water facilities	8	-	23	13,400	-	-
401.01.534.800.47.01 Public Utility - Disposal of spoils and asphalt from excavations	1,409	210	2,500	5,000	5,000	5,000
401.01.534.800.47.21 Public Utility -Electricity	15,842	18,247	22,766	5,000	19,320	20,286
401.01.534.800.47.25 Public Utility -Water and Sewer	1,089	960	1,909	1,000	1,050	1,100
401.01.534.800.48.00 R&M - Repairs to reservoir, PRV, water facilities and components	13,994	173,870	11,513	12,369	15,000	15,000
401.01.534.800.49.00 Misc - Registrations, training, memberships, computer upgrades, sm equip. repair	1,859	4,052	7,227	12,000	12,000	12,000
401.01.534.800.49.01 Misc -Operating permit from Dept of Health	5,279	4,943	4,943	5,000	5,000	5,000
401.01.534.800.49.08 Misc -PPI credit card fees	47,598	53,816	51,339	20,000	50,000	50,000
401.01.534.800.49.53 Misc- Taxes & Assessments - Excise Tax	291,083	302,017	293,461	280,000	280,000	280,000
401.01.534.800.49.54 Misc- Interfund Taxes -Interfund Utility Tax	640,211	677,221	705,543	702,000	724,000	742,000
<b>Total Services</b>	<b>1,190,573</b>	<b>1,514,688</b>	<b>1,362,605</b>	<b>1,270,436</b>	<b>1,305,567</b>	<b>1,345,858</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 3,840,664</b>	<b>\$ 4,546,440</b>	<b>\$ 3,780,072</b>	<b>\$ 4,085,736</b>	<b>\$ 4,521,117</b>	<b>\$ 4,653,158</b>

Services include construction management related to capital projects. Capital includes capital projects specific to the water fund.

<b>Water - Capital Outlays by Expenditure Type</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
401.98.594.340.31.00 Supplies -Office and Operating	\$ 2,544	\$ -	\$ 3,846	\$ -	\$ -	\$ -
<b>Total Supplies</b>	<b>2,544</b>	<b>-</b>	<b>3,846</b>	<b>-</b>	<b>-</b>	<b>-</b>
401.98.594.340.41.00 Professional Services -Construction management	234,400	237,296	607,081	317,000	473,000	505,000
401.98.594.340.44.00 Advertising -Bid ads	675	-	-	-	-	-
401.98.594.340.45.00 Advertising -Bid ads	421	-	-	-	-	-
<b>Total Services</b>	<b>235,496</b>	<b>237,296</b>	<b>607,081</b>	<b>317,000</b>	<b>473,000</b>	<b>505,000</b>
401.01.594.340.64.00 Capital -Machinery & Equipment	24,164	26,485	-	-	39,500	20,000
401.98.594.340.65.00 Capital -Construction Projects	317,187	1,603,183	1,226,663	753,000	583,000	1,700,000
<b>Total Other</b>	<b>341,352</b>	<b>1,629,668</b>	<b>1,226,663</b>	<b>753,000</b>	<b>622,500</b>	<b>1,720,000</b>
<b>Total Capital</b>	<b>\$ 579,392</b>	<b>\$ 1,866,964</b>	<b>\$ 1,837,590</b>	<b>\$ 1,070,000</b>	<b>\$ 1,095,500</b>	<b>\$ 2,225,000</b>



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**DEPARTMENT:** Public Works  
**FUND:** Sewer  
**RESPONSIBLE MANAGER:** Henry Hash

**FUND NUMBER:** 402  
**POSITION:** Public Works Director

## Description

The mission of the Sewer Utility is to operate and maintain a sewer collection system that will ensure the health, safety, and welfare of the citizens and visitors of Tukwila. The Sewer Utility is responsible for the maintenance of approximately 40 miles of gravity sewer main and the operation and maintenance of 12 lift stations and force mains. These lift stations pump approximately 60% of all sewage in the City (approximately 460 million gallons). The Sewer Utility maintains relationships with adjoining jurisdictions, cities, water districts, sewer districts, King County Department of Natural Resources & Parks, Wastewater Treatment Division, State Department of Ecology, State Department of Health, and King County Health Department.

## 2017-2018 Accomplishments

- ◆ Evaluated system-wide conditions for potential upgrades for Annual Sewer Repair Program.
- ◆ Ongoing construction of CBD Sanitary Sewer Rehabilitation.
- ◆ Completed construction 53rd Ave S Sewer Rehabilitation.
- ◆ Completed construction of Andover Park E Sewer Replacement.
- ◆ Continued development of the GIS as-builts of city sewer infrastructure.

## 2019-2020 Outcome Goals

- ◆ Improve sewer system efficiency. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Improve sewer system reliability. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Improve sewer system capacity. **Strategic Goal 1. Utility Comp Plan Goal 12.1**

## 2019-2020 Indicators of Success

- ◆ Evaluate system-wide conditions for potential upgrades for Annual Sewer Repair Program.
- ◆ Ongoing construction of CBD Sanitary Sewer Rehabilitation.
- ◆ Complete update to Sewer Comprehensive Plan.
- ◆ Replace generator, control system and concrete slab at Sewer Lift Station #2.
- ◆ Upgrade the electrical at Lift Station No. 4.
- ◆ Complete construction of Fort Dent Park Sewer Relocation Project.
- ◆ Continued development of the GIS as-builts of city sewer infrastructure.

**Performance Measures**

Sewer	Actual			Projected	
	2016	2017	Estimated 2018	2019	2020
<b>Maintain and Improve Sewer System</b>					
Number of linear feet TV inspected	10,000	10,000	10,000	10,000	10,000
Number of linear feet of sewer pipe jet cleaned	200,000	200,000	200,000	206,000	206,000
Number of manholes cleaned	850	850	850	1,261	1,261
<b>Capital</b>					
Hours of 10 sewer lift stations monitoring of pump hours, start counts, and generator operation (weekly)	11	11	11	2 FTEs 11hrs a week	2 FTEs 11hrs a week
<b>Customers</b>					
Number of sewer customers	1,760	1,770	1,833	1,840	1,850
Number of total sewer system miles	40.30	41.00	41.00	39.00	39.00

### Revenue and Expense Summary

Sewer								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Operating Revenue								
Charges for Services								
Sewer Sales	\$ 9,186,732	\$ 9,706,584	\$ 9,298,061	\$ 8,644,000	\$ 9,732,000	\$ 9,732,000	12.59%	0.00%
Total Charges for Services	9,186,732	9,706,584	9,298,061	8,644,000	9,732,000	9,732,000	12.59%	0.00%
Miscellaneous Revenue								
Investment Earnings	42,624	33,110	107,132	30,000	55,000	55,000	83.33%	0.00%
Total Miscellaneous Revenue	42,624	33,110	107,132	30,000	55,000	55,000	83.33%	0.00%
<b>Total Operating Revenue</b>	<b>9,229,356</b>	<b>9,739,694</b>	<b>9,405,193</b>	<b>8,674,000</b>	<b>9,787,000</b>	<b>9,787,000</b>	<b>12.83%</b>	<b>0.00%</b>
Capital Project Revenue								
Intergovernmental -Grants	270,857	327,675	229,525	125,000	125,000	125,000	0.00%	0.00%
Transfer In from Fund 306	-	-	522,500	-	-	-	0.00%	0.00%
Total Capital Project Revenue	270,857	327,675	752,025	125,000	125,000	125,000	0.00%	0.00%
<b>Total Revenue</b>	<b>9,500,213</b>	<b>10,067,369</b>	<b>10,157,217</b>	<b>8,799,000</b>	<b>9,912,000</b>	<b>9,912,000</b>	<b>12.65%</b>	<b>0.00%</b>
Operating Expenses								
Salaries & Wages	349,521	347,059	363,442	366,890	389,529	399,958	6.17%	2.68%
Personnel Benefits	148,107	151,495	165,418	163,085	175,229	182,586	7.45%	4.20%
Supplies	4,323,565	4,563,497	4,555,763	4,374,100	4,788,600	4,788,600	9.48%	0.00%
Services	1,484,120	704,694	246,052	259,617	278,548	302,957	7.29%	8.76%
Intergovt Services & Taxes	1,057,474	1,107,991	1,103,790	1,002,000	1,113,700	1,113,700	11.15%	0.00%
Total Operating Expenses	7,362,785	6,874,736	6,434,464	6,165,692	6,745,606	6,787,801	9.41%	0.63%
CIP Expenses								
Salaries & Wages	35,912	35,905	32,381	-	-	-	0.00%	0.00%
Personnel Benefits	14,204	15,168	10,236	-	-	-	0.00%	0.00%
Supplies	-	-	1,990	-	-	-	0.00%	0.00%
Services	171,515	209,777	213,680	265,000	533,000	400,000	101.13%	-24.95%
Capital Outlay	479,411	1,212,377	1,312,542	1,300,000	2,436,000	1,500,000	87.38%	-38.42%
Principal	323,226	322,271	326,225	326,225	326,892	330,537	0.20%	1.12%
Interest	39,271	35,941	33,548	33,547	119,088	128,194	254.99%	7.65%
Total Capital Expenses	1,063,538	1,831,438	1,930,602	1,924,772	3,414,980	2,358,731	77.42%	-30.93%
Non-Cash Accounting Adjustments								
Transfers Out for Debt Service	-	-	22,708	49,200	88,868	101,337	80.63%	14.03%
Transfers Out for Public Safety Plan	-	47,285	800,000	800,000	-	-	0.00%	0.00%
Transfer Out for 1% Arts	-	27,200	13,000	-	21,440	13,000	0.00%	-39.37%
Indirect cost allocation	460,100	469,302	478,688	478,688	504,022	522,167	5.29%	3.60%
Total Non-Cash Accounting Adjustments	460,100	543,787	1,314,396	1,327,888	614,330	636,504	-53.74%	3.61%
<b>Total Expenses</b>	<b>8,886,424</b>	<b>9,249,960</b>	<b>9,679,462</b>	<b>9,418,352</b>	<b>10,774,916</b>	<b>9,783,035</b>	<b>14.40%</b>	<b>-9.21%</b>
Beginning Fund Balance	7,265,478	7,879,267	8,696,675	6,444,568	9,174,430	8,311,514	42.36%	-9.41%
Change in Fund Balance	613,789	817,408	477,755	(619,352)	(862,916)	128,965	39.33%	-114.95%
<b>Net working capital (Fund Balance)</b>	<b>7,879,267</b>	<b>8,696,675</b>	<b>9,174,430</b>	<b>5,825,216</b>	<b>8,311,514</b>	<b>8,440,480</b>	<b>42.68%</b>	<b>1.55%</b>

### Capital Projects

The capital projects listed below are capital projects planned for the 2019-2020 biennium. The year in which the project is estimated to be completed has been provided. Additional information on the projects may be found in the Capital Improvement Program section of the budget document as well as the Capital Improvement Program document, which is adopted annually.

<b>2019-2020 Sewer Capital Projects</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>Anticipated Completion</b>
Annual Sewer Repair	\$ 369,000	\$ 210,000	N/A
CBD Sanitary Sewer Rehabilitation	1,265,000	1,265,000	2021
Fort Dent Park BNSF Sewer Relocation	972,000	-	2019
Sewer Repair West of Strander Blvd Bridge	160,000	-	2019
Sewer Comprehensive Plan	140,000	140,000	2020
GIS Inventory of Sewer System	50,000	25,000	2020
Sewer Lift Station No. 2 Upgrades	-	260,000	2020
	<b>\$ 2,956,000</b>	<b>\$ 1,900,000</b>	

### Sewer Fund – Debt Service Requirements

The following chart provides information on debt service requirements, by debt issue, for the biennium.

<b>Debt Service</b>	<b>Project</b>	<b>Budget</b>	
		<b>2019</b>	<b>2020</b>
<b>2015 Revenue Bonds</b>	<b>Allentown Phase II</b>		
Principal		\$ 93,456	\$ 97,101
Interest		18,930	16,743
		<b>112,386</b>	<b>113,843</b>
<b>PWTFL 2004</b>	<b>Allentown Phase II</b>		
Principal		192,261	192,261
Interest		5,768	4,807
		<b>198,029</b>	<b>197,067</b>
<b>PWTFL 2014</b>	<b>CBD Sewer Rehab</b>		
Principal		41,175	41,175
Interest		2,882	2,676
		<b>44,057</b>	<b>43,851</b>
<b>Public Safety Plan</b>	<b>Public Works Shops</b>		
<b>2018 Bond Issuance</b>			
Interest		76,399	76,399
	<b>Total</b>	<b>76,399</b>	<b>76,399</b>
<b>Public Safety Plan</b>	<b>Public Works Shops</b>		
<b>2019 Bond Issuance</b>			
Interest		12,469	24,938
	<b>Total</b>	<b>12,469</b>	<b>24,938</b>
Total Principal		326,892	330,536
Total Interest		116,447	125,562
<b>Total Debt Service</b>		<b>\$ 443,339</b>	<b>\$ 456,098</b>

Amortization of premiums and discounts are not included in this schedule but are included in the Revenue and Expense Summary statement.

**Expenditure Detail - Salaries and Benefits**

Salaries for budgeted positions are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<b>Sewer</b>							
<b>Position Description</b>	<b>2018</b>	<b>2019</b>	<b>2019 Budget</b>		<b>2020</b>	<b>2020 Budget</b>	
	<b>FTE</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>
Maint & Ops Superintendent	0.5	0.5	\$ 48,687	\$ 15,464	0.5	\$ 52,141	\$ 16,510
Maint & Ops Foreman	1	1	86,243	44,953	1	88,128	46,832
Sr Maint & Ops Specialist	1	1	80,913	36,200	1	82,488	37,632
Maint & Ops Specialist	1.5	1.5	112,637	59,454	1.5	115,044	61,961
Senior Engineer	0.5	-	-	-	-	-	-
Development Manager	0	0.4	56,608	18,147	0.4	57,715	18,640
Overtime			4,442	440		4,442	440
Clothing Allowance				570			570
<b>Department Total</b>	<b>4.5</b>	<b>4.4</b>	<b>\$ 389,529</b>	<b>\$ 175,229</b>	<b>4.4</b>	<b>\$ 399,958</b>	<b>\$ 182,586</b>

**Sewer Operations and Maintenance Capital**

The Sewer Department operations and maintenance capital purchases for 2019 include a portion of the purchase of a slope mower. The total purchase is \$43,000 with 30% of the cost (\$13,000) funded by Sewer and 70% (\$30,000) by Surface Water. The Spider Slope Mower will assist the crew maintain easements and ponds throughout the city where there is a steep terrain.

**Expenditure Detail - Supplies, Services, and Other**

Supplies include miscellaneous operating supplies specific to sewer work and Metro Sewer charges. Services include engineering, surveying, utilities, rental of equipment, repair and maintenance charges, insurance, and credit card fees, among others. Intergovernmental includes excise tax and interfund utility tax paid to the general fund.

<b>Sewer - Administration</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
402.01.535.800.31.00 Supplies -	\$ 14	\$ 1,956	\$ -	\$ -	\$ -	\$ -	
402.01.535.800.31.01 Supplies - Office & Safety	2,283	2,025	1,988	2,000	3,000	3,000	
402.01.535.800.31.02 Supplies - Operating	11,384	7,893	13,552	12,600	11,600	11,600	
402.01.535.800.31.03 Supplies - Repairs & Maintenance	3,308	1,722	2,737	4,000	4,000	4,000	
402.01.535.800.31.04 Supplies - Billing	2,106	2,509	1,748	3,000	3,000	3,000	
402.01.535.800.33.00 Supplies - Metro Sewage Treatment	4,298,620	4,545,957	4,535,071	4,350,000	4,762,000	4,762,000	
402.01.535.800.35.00 Supplies - Small Tools & Minor Equipment	2,983	1,435	668	2,500	2,500	2,500	
402.01.535.800.35.01 Supplies - Traffic Control Devices	2,866	-	-	-	2,500	2,500	
<b>Total Supplies</b>	<b>4,323,565</b>	<b>4,563,497</b>	<b>4,555,763</b>	<b>4,374,100</b>	<b>4,788,600</b>	<b>4,788,600</b>	

**Expenditure Detail - Supplies, Services, and Other, Continued**

<b>Sewer - Administration Continued</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
402.01.535.800.41.00 Prof Svcs - Consultant engineering services, surveying	68,386	3,909	620	1,000	1,000	1,000
402.01.535.800.41.01 Prof Svcs - Utility one call services for utility line locates	527	632	515	300	700	700
402.01.535.800.41.02 Prof Svcs - CDL licenses, hearing tests	272	51	349	300	300	300
402.01.535.800.41.04 Prof Svcs - TV Equipment Software	-	-	1,000	1,000	1,000	1,000
402.01.535.801.41.00 Prof Svcs - Project costs	271,976	108,642	-	-	-	-
402.01.535.800.42.00 Communication - Phone bills and Nextels	1,680	600	1,647	2,500	2,500	2,500
402.01.535.800.43.00 Travel - Mileage, meals, parking	687	2,076	1,004	2,000	2,000	2,000
402.01.535.800.44.00 Advertising - Advertising for seasonal help and staff replacement	-	-	150	150	150	150
402.01.535.800.45.00 Rental - Rental of backhoes, trackhoes, loader, and forklifts	(6)	13	593	2,000	2,000	2,000
402.01.535.800.45.94 Rental - Equipment Replacement Fund	52,487	29,783	52,195	52,195	56,292	74,230
402.01.535.800.45.95 Rental - Equipment Rental O & M	24,306	28,720	50,726	50,726	34,638	37,410
402.01.535.800.46.00 Insurance - WCIA	-	-	-	-	-	-
402.01.535.800.46.01 Insurance - WCIA	19,465	4,952	5,470	5,446	10,968	12,667
402.01.535.800.47.00 Public Utility - Electrical, gas, water, and sewer from lift stations	1,111	150	1,000	1,000	1,000	1,000
402.01.535.800.47.02 Public Utility - Waste Materials Disposal	-	-	4,000	4,000	3,000	3,000
402.01.535.800.47.21 Public Utility - Electric	17,025	18,093	18,257	16,000	20,000	21,000
402.01.535.800.47.25 Public Utility - Water and Sewer	16,814	16,755	17,221	17,000	19,000	20,000
402.01.535.800.48.00 R&M - Pump station repairs and replacement done by outside vendors	45,216	31,776	14,068	24,000	24,000	24,000
402.01.535.800.48.01 R&M - Painting of sewer pump station interiors	-	-	7,500	12,500	12,500	12,500
402.01.535.800.48.03 R&M - Repairs of sewer main lines	153	-	-	2,500	2,500	2,500
402.01.535.800.48.04 R&M - Sewer pump station computer alarm system	1,881	3,120	7,559	10,000	10,000	10,000
402.01.535.801.44.00 Advertising	-	858	-	-	-	-
402.01.535.801.48.00 R&M - Equipment	906,022	391,714	-	-	-	-
402.01.535.800.49.00 Misc - Training, classes, minor software purchases	2,089	1,763	4,125	5,000	5,000	5,000
402.01.535.800.49.08 Misc - PPI credit card fees	54,030	61,088	58,053	50,000	70,000	70,000
402.01.535.800.49.53 Misc- Ext Taxes & Operating Assmnts	137,700	136,301	140,401	135,000	135,000	135,000
402.01.535.800.49.54 Misc- Interfund Utility Tax	919,774	971,689	963,389	867,000	978,700	978,700
<b>Total Services</b>	<b>2,541,593</b>	<b>1,812,685</b>	<b>1,349,841</b>	<b>1,261,617</b>	<b>1,392,248</b>	<b>1,416,657</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 6,865,158</b>	<b>\$ 6,376,182</b>	<b>\$ 5,905,604</b>	<b>\$ 5,635,717</b>	<b>\$ 6,180,848</b>	<b>\$ 6,205,257</b>

Services include construction management for capital projects. Capital includes capital projects related to the sewer fund.

<b>Sewer - Capital Outlays</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
402.98.594.353.31.00 Supplies -Office and Operating	\$ -	\$ -	\$ 1,990	\$ -	\$ -	\$ -
<b>Total Supplies</b>	-	-	<b>1,990</b>	-	-	-
402.98.594.353.41.00 Prof Svcs - Construction management	170,175	209,757	213,529	265,000	533,000	400,000
402.98.594.353.44.00 Advertising - Bid ads	870	-	151	-	-	-
402.98.594.353.48.00 R&M - Equipment	471	-	-	-	-	-
402.98.594.353.49.00 Misc - Other	-	20	-	-	-	-
<b>Total Services</b>	<b>171,515</b>	<b>209,777</b>	<b>213,680</b>	<b>265,000</b>	<b>533,000</b>	<b>400,000</b>
402.01.594.350.64.00 Capital - Machinery & Equipment	-	6,364	-	-	13,000	-
402.98.594.353.64.00 Capital - Machinery & Equipment	-	-	5,194	-	-	-
402.98.594.353.65.00 Capital - Construction Projects	479,411	1,206,013	1,307,349	1,300,000	2,423,000	1,500,000
<b>Total Other</b>	<b>479,411</b>	<b>1,212,377</b>	<b>1,312,542</b>	<b>1,300,000</b>	<b>2,436,000</b>	<b>1,500,000</b>
<b>Total Capital Outlay</b>	<b>\$ 650,926</b>	<b>\$ 1,422,154</b>	<b>\$ 1,528,213</b>	<b>\$ 1,565,000</b>	<b>\$ 2,969,000</b>	<b>\$ 1,900,000</b>



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**DEPARTMENT:** Parks & Recreation

**FUND:** Golf Course

**RESPONSIBLE MANAGER:** Rick Still

**FUND NUMBER:** 411

**POSITION:** Parks & Recreation Director

## Description

The mission of Foster Golf Links (FGL) is to provide a quality golfing experience for those that live, work, and play in Tukwila. The golf course is operated as an enterprise fund with revenues covering all maintenance, pro shop services, and capital costs.

## 2017-2018 Accomplishments

- ◆ Increased presence online and in social media by adding online registrations and new marketing programs. **Strategic Goals 2, 3, & 5. PROS Plan Goals 3 & 4.**
- ◆ Continued new Junior Golf Program by holding junior camps, private instruction, and participated in the Jr. PGA Golf program. **Strategic Goals 2 & 4. PROS Plan Goals 2, 3, 4, & 5.**
- ◆ Expand partnership with restaurant concessionaire to meet the needs of the customers and community. **Strategic Goals 2, 3, & 4. PROS Plan Goals 3 & 4.**
- ◆ Replaced the deteriorating irrigation pond liner in 2017 and aging clubhouse boiler with new high efficiency tankless hot water heaters in 2018. **Strategic Goal 4. PROS Plan Goal 4.**
- ◆ Identified areas for improved operations in both course maintenance and pro shop operations and begin implementing them. **Strategic Goal 4. PROS Plan Goals 3 & 4.**

## 2019-2020 Outcome Goals

- ◆ Reinstate Cart Replacement Plan. **Strategic Goal 4. PROS Plan Goals 3 & 5.**
- ◆ Improve operational efficiency and sustainability and develop maintenance management plan. **Strategic Goal 1, 4, & 5. PROS Plan Goals 4 & 5.**
- ◆ Continue implementing deep tine aerification program. **Strategic Goal 4 & 5. PROS Plan Goals 4 & 5.**
- ◆ Perform capital improvements at the course for playability and sustainability. **Strategic Goal 4 & 5. PROS Plan Goals 4 & 5.**
- ◆ Continue to expand our player engagement program to increase access to FGL. **Strategic Goals 2, 3, & 4. PROS Plan Goals 2, 3, 4, & 5.**

## 2019-2020 Indicators of Success

- ◆ Increased rounds of play.
- ◆ Additional new customers.
- ◆ Improved satisfaction with equipment.
- ◆ Better drainage on course, reduced soft spots, and healthier turf.
- ◆ Increased use of carts on course (not regulated to cart path only) during shoulder months.

### Revenue and Expense Summary

<b>Foster Golf Course</b>								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Operating Revenue								
Charges for Services								
Green Fees, Instruction	995,796	910,461	1,021,855	1,145,650	1,041,500	1,088,500	-9.09%	4.51%
Sales of Merchandise	136,076	123,295	124,277	151,000	135,000	137,000	-10.60%	1.48%
Rents and Concessions	279,733	264,892	308,860	309,000	306,000	311,000	-0.97%	1.63%
<b>Total Charges for Services</b>	<b>1,411,605</b>	<b>1,298,648</b>	<b>1,454,991</b>	<b>1,605,650</b>	<b>1,482,500</b>	<b>1,536,500</b>	<b>-7.67%</b>	<b>3.64%</b>
Miscellaneous Revenue								
Excise Taxes	3,677	2,830	2,664	3,900	2,900	2,900	-25.64%	0.00%
Investment Earnings	2,500	4,380	3,053	1,000	500	500	-50.00%	0.00%
Sale of Capital Assets	-	-	-	-	-	-	0.00%	0.00%
Other Misc Revenue	8,603	8,012	13,806	7,000	8,000	8,000	14.29%	0.00%
<b>Total Miscellaneous Revenue</b>	<b>14,780</b>	<b>15,222</b>	<b>19,523</b>	<b>11,900</b>	<b>11,400</b>	<b>11,400</b>	<b>-4.20%</b>	<b>0.00%</b>
Transfers In	300,000	300,000	300,000	300,000	300,000	300,000	0.00%	0.00%
<b>Total Operating Revenue</b>	<b>1,726,385</b>	<b>1,613,871</b>	<b>1,774,514</b>	<b>1,917,550</b>	<b>1,793,900</b>	<b>1,847,900</b>	<b>-6.45%</b>	<b>3.01%</b>
Operating Expenses								
Salaries & Wages	681,181	667,235	700,133	729,121	693,437	713,129	-4.89%	2.84%
Personnel Benefits	269,162	205,834	305,446	321,673	301,888	315,160	-6.15%	4.40%
Supplies	268,568	204,127	187,207	203,415	207,000	207,000	1.76%	0.00%
Services	288,647	358,540	359,892	332,042	316,837	322,107	-4.58%	1.66%
Intergov't Services & Taxes	65,114	59,348	6,382	66,400	6,000	6,000	-90.96%	0.00%
<b>Total Operating Expenses</b>	<b>1,572,671</b>	<b>1,495,084</b>	<b>1,559,060</b>	<b>1,652,651</b>	<b>1,525,162</b>	<b>1,563,396</b>	<b>-7.71%</b>	<b>2.51%</b>
Capital Expenses								
Capital Outlay	-	16,043	26,000	50,000	50,000	50,000	0.00%	0.00%
<b>Total Capital Expenses</b>	<b>-</b>	<b>16,043</b>	<b>26,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0.00%</b>	<b>0.00%</b>
Indirect cost allocation	177,352	180,899	184,517	184,517	189,683	196,512	2.80%	3.60%
Transfer to Fund 301 - 1% Arts	-	500	500	-	500	500	0.00%	0.00%
<b>Total Expenses</b>	<b>1,750,023</b>	<b>1,692,526</b>	<b>1,770,077</b>	<b>1,887,168</b>	<b>1,765,345</b>	<b>1,810,408</b>	<b>-6.46%</b>	<b>2.55%</b>
Beginning Fund Balance	737,937	714,299	635,644	633,092	640,081	668,636		
Change in Fund Balance	(23,638)	(78,655)	4,438	30,382	28,555	37,492	-6.01%	31.30%
<b>Net working capital (Fund Balance)</b>	<b>714,299</b>	<b>635,644</b>	<b>640,081</b>	<b>663,474</b>	<b>668,636</b>	<b>706,128</b>	<b>0.78%</b>	<b>5.61%</b>

**Expenditure Detail - Salaries and Benefits**

Salaries for budgeted positions are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<b>Foster Golf Course</b>							
<b>Position Description</b>	<b>2018</b>	<b>2019</b>	<b>2019 Budgeted</b>		<b>2020</b>	<b>2020 Budgeted</b>	
	<b>FTE</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>
Director of Instruction - Golf	1	1	\$ 82,352	\$ 44,137	1	\$ 84,072	\$ 45,979
Golf Maintenance Supervisor	1	1	85,833	37,231	1	87,762	38,734
Lead Maintenance Specialist - Golf	1	1	80,913	31,626	1	82,488	32,829
Fleet Technician Golf	1	1	66,382	37,354	1	71,112	39,637
Admin Support Technician - Golf	2.5	2.5	142,920	65,623	2.5	146,031	68,390
Maintenance Specialist Golf	2.25	2.25	149,037	70,694	2.25	155,664	74,369
Extra Labor			85,000	8,424		85,000	8,424
Overtime			1,000	99		1,000	99
Unemployment			-	5,600		-	5,600
Clothing Allowance			-	1,100		-	1,100
<b>Department Total</b>	<b>8.75</b>	<b>8.75</b>	<b>\$ 693,437</b>	<b>\$ 301,888</b>	<b>8.75</b>	<b>\$ 713,129</b>	<b>\$ 315,160</b>

**Expenditure Detail Operations - Supplies, Services, and Other**

Supplies include irrigation, fertilizers, etc. for grounds maintenance and small tools. Services include security, utilities, rental of equipment, insurance, repairs & maintenance for course equipment, rental and maintenance charges, and memberships, among others. Intergovernmental includes admission taxes paid to the City. Capital includes upgrades to tees and greens.

<b>Foster Golf Course - Operations</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
411.00.576.680.31.00	Supplies - Office & Operating	\$ 148	\$ 1,146	\$ 3,779	\$ 2,400	\$ 2,000	\$ 2,000
411.00.576.680.31.02	Supplies - Grounds Maintenance	32,952	30,755	6,453	40,000	30,000	30,000
411.00.576.680.31.03	Supplies - Irrigation	8,960	27,452	7,400	7,000	7,000	7,000
411.00.576.680.31.04	Supplies - Fertilizers & Misc. Chemicals	47,490	41,380	38,432	45,000	37,000	37,000
411.00.576.680.31.05	Supplies - Fleet	-	3,190	6,576	-	3,000	3,000
411.00.576.680.35.00	Small Tools & Minor Equipment - Tools for course	769	5,361	936	4,000	4,000	4,000
411.00.576.680.35.01	Small Tools & Minor Equipment-Fleet	-	4,204	8,020	-	8,000	8,000
<b>Total Supplies</b>		<b>90,320</b>	<b>113,488</b>	<b>71,596</b>	<b>98,400</b>	<b>91,000</b>	<b>91,000</b>
411.00.576.680.41.00	Prof Svcs - Geese control	628	-	1,397	5,000	2,000	2,000
411.00.576.680.42.00	Communication - Phones, alarms and monitoring	1,369	1,961	1,623	1,521	1,600	1,600
411.00.576.680.43.00	Travel - Meals, mileage, parking for professional development travel	36	-	-	300	300	300
411.00.576.680.45.00	Rental - Bottled water, portable toilet rentals, short term rental equipment	478	5,094	2,980	2,448	2,500	2,500
411.00.576.680.45.94	Rental - Equipment Replacement Fund	76,884	78,129	78,129	78,129	55,000	56,050
411.00.576.680.45.95	Rental - Equipment O & M	32,369	42,309	41,749	63,529	57,037	61,257
411.00.576.680.46.00	Insurance - WCIA	1,222	-	-	-	-	-
411.00.576.680.46.01	Insurance - WCIA	19,465	20,424	22,564	22,465	23,000	23,000
411.00.576.680.47.21	Electric	8,927	9,006	6,448	12,000	10,000	10,000
411.00.576.680.47.22	Gas	459	650	1,032	700	700	700
411.00.576.680.47.25	Water/Sewer	3,581	2,221	2,001	6,200	3,000	3,000
411.00.576.680.47.26	Surface Water	32,946	34,593	33,316	31,000	35,000	35,000
411.00.576.680.47.09	Public Utility - Puget Sound Energy, City water-wash bay and maintenance bldg	3,739	3,551	1,705	4,000	4,000	4,000
411.00.576.680.48.00	R&M - Contracted parking lot maintenance, fire alarm test, misc. repairs	7,081	45,779	7,522	10,000	5,000	5,000
411.00.576.680.48.01	R&M - Professional Tree Removal	9,308	-	-	6,000	-	-
411.00.576.680.48.03	R&M - Pump station and river pump, 9th fairway pump station	3,505	877	578	3,000	-	-
411.00.576.680.49.00	Misc - Memberships, uniform cleaning, prof dev, WWGCSA mem, WSDA cert.	4,236	3,799	4,546	2,000	2,000	2,000
411.00.576.680.49.54	Misc - Intergovernmental - Admission Taxes	58,876	53,566	-	60,000	-	-
<b>Total Services</b>		<b>265,107</b>	<b>301,960</b>	<b>205,589</b>	<b>308,292</b>	<b>201,137</b>	<b>206,407</b>
411.00.594.760.63.05	Capital - Tees & Greens	-	-	26,000	50,000	50,000	50,000
411.00.594.760.64.00	Capital	-	16,043	-	-	-	-
<b>Total Other</b>		<b>-</b>	<b>16,043</b>	<b>26,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 355,427</b>	<b>\$ 431,492</b>	<b>\$ 303,185</b>	<b>\$ 456,692</b>	<b>\$ 342,137</b>	<b>\$ 347,407</b>

**Expenditure Detail Pro Shop - Supplies, Services, and Other**

Services for the Pro Shop include supplies for the shop and resale items. Services include annual required testing, advertising, utilities, rental of equipment, repair & maintenance, and memberships, among others. Intergovernmental includes excise tax paid on revenue earned.

<b>Foster Golf Course - Pro Shop</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
411.00.576.681.31.00	Supplies - Office & Operating	\$ 7,771	\$ 7,726	\$ 7,369	\$ 6,415	\$ 6,000	\$ 6,000
411.00.576.681.31.01	Supplies - Building	3,426	-	-	-	-	-
411.00.576.681.31.02	Supplies - Rental	786	22	158	500	500	500
411.00.576.681.31.04	Supplies - Repair	3,645	160	1,079	1,500	1,500	1,500
411.00.576.681.34.01	Supplies - Pro Shop (Resale)	102,896	57,424	74,468	66,000	60,000	60,000
411.00.576.681.34.02	Supplies - Concessions	-	7,125	9,946	15,600	8,000	8,000
411.00.576.681.34.03	Supplies - Special Order (Resale)	-	18,181	22,531	15,000	15,000	15,000
411.00.576.681.35.00	Tools/Small Equip - Golf Carts	59,725	-	60	-	25,000	25,000
<b>Total Supplies</b>		<b>178,248</b>	<b>90,638</b>	<b>115,610</b>	<b>105,015</b>	<b>116,000</b>	<b>116,000</b>
411.00.576.681.41.00	Prof Svcs - SZEN annual support-Online Tee Reservation, Advertising and artwork, Orbit: Webpage	4,746	3,575	461	4,400	4,000	4,000
411.00.576.681.42.00	Communication - Phone, cable and alarm monitoring	2,955	3,843	3,556	4,150	4,000	4,000
411.00.576.681.43.00	Travel - Meals, mileage, parking for professional development related travel	11	12	486	200	200	200
411.00.576.681.44.00	Advertising - Misc advertising expenses	4,455	5,461	4,922	4,000	5,000	5,000
411.00.576.681.45.00	Rental - Special event fleet rental and portable toilet rentals	9,796	11,739	23,854	5,000	35,000	35,000
411.00.576.681.47.00	Public Utility - City Light, Puget Sound Energy, Sound Security	(29,299)	(28,558)	(38,298)	(32,000)	(28,000)	(28,000)
411.00.576.681.47.21	Electric	35,433	39,729	41,338	40,000	44,000	44,000
411.00.576.681.47.22	Gas	1,178	2,680	2,255	1,500	3,000	3,000
411.00.576.681.48.00	R&M - Cart maintenance and repair, Clubhouse oil separator, building repair & window washing, HVAC maintenance	15,971	24,307	14,963	20,000	15,000	15,000
411.00.576.681.48.01	R&M - Golf equipment	259	-	-	-	-	-
411.00.576.681.49.00	Misc - Memberships - Nat'l Golf Foundation, PGA , PNGA, UAGA, Cintas mat/laundry svc, professional development, misc.	8,541	13,848	4,095	8,500	8,500	8,500
411.00.576.681.49.01	Misc - Printing of score cards, brochures, forms	2,069	-	-	3,000	-	-
411.00.576.681.49.08	Misc - PPI credit card fees	26,300	33,511	32,328	25,000	25,000	25,000
411.00.576.681.49.53	Misc - Intergovernmental - Excise tax	6,237	5,781	6,383	6,400	6,000	6,000
<b>Total Services</b>		<b>88,654</b>	<b>115,927</b>	<b>96,342</b>	<b>90,150</b>	<b>121,700</b>	<b>121,700</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 266,902</b>	<b>\$ 206,566</b>	<b>\$ 211,952</b>	<b>\$ 195,165</b>	<b>\$ 237,700</b>	<b>\$ 237,700</b>



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**DEPARTMENT:** Public Works  
**FUND:** Surface Water  
**RESPONSIBLE MANAGER:** Henry Hash

**FUND NUMBER:** 412  
**POSITION:** Public Works Director

### Description

The surface water program provides for engineering studies, preliminary engineering, construction, and maintenance of public surface water and drainage facilities to include control and monitoring of storm and surface water quantity and quality. The Green River Basin management agreement and the Green River levees are also included in this program. The costs of operating and maintaining the system are included with the capital projects necessary for system improvements.

### 2017-2018 Accomplishments

- ◆ Completed Small Drainage Project identified on the approved list for 2017 and 2018.
- ◆ Continued development of the GIS as-builts of city infrastructure that complies with NPDES.
- ◆ Completed construction of Gilliam Creek 42nd Ave S culvert (with 42nd Ave S street improvements).
- ◆ Completed construction 53rd Ave S surface water drainage.

### 2019-2020 Outcome Goals

- ◆ Improve surface water system efficiency. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Improve surface water system reliability. **Strategic Goal 1. Utility Comp Plan Goal 12.1**
- ◆ Improve surface water system capacity. **Strategic Goal 1. Utility Comp Plan Goal 12.1**

### 2019-2020 Indicators of Success

- ◆ Complete small drainage projects identified on the approved list for 2019 and 2020.
- ◆ Begin design and construction of Chinook Wind.
- ◆ Construct East Marginal Way S storm water outfalls.
- ◆ Construct Riverton Creek Flap Gate Removal.
- ◆ Continue development of Tukwila 205 Levee Certification.
- ◆ Continue development of the GIS as-builts of City infrastructure that complies with NPDES.

## Performance Measures

Public Works - Surface Water	Actual			Projected	
	2016	2017	2018	2019	2020
<b>Maintain &amp; Improve Surface Water System</b>					
Number of linear feet TV inspected	10,000	10,000	10,000	10,000	10,000
Number of linear feet of storm lines cleaned	12,000	12,000	12,000	12,000	12,000
Number of linear feet of ditches cleaned	2,000	2,000	2,000	2,000	2,000
Number of manholes/catch basins/or stormceptors cleaned	1,500	1,500	1,500	1,500	1,500
Number of times cleaned four water quality ponds	Once/yr	Once/yr	Once/yr	Once/yr	Once/yr
Number of times cleaned large pot type water quality vaults	Once/yr	Once/yr	Once/yr	Once/yr	Once/yr
Number of times clean 10 large trash racks	250	250	250	250	250
<b>Capital</b>					
Hours of 5 storm lift stations monitoring of pump hours, start counts, and generator operation (weekly)	5	5	5	5	5
<b>NPDES (National Pollutant Discharge Elimination System)</b>					
Number of illicit discharge events	13	13	13	13	13
Number vehicles washed using the SudsSafe Car Wash	50	50	50	50	50
<b>Customers</b>					
Number of surface water customers	5,260	5,270	5,275	5,260	5,270
Number of total drainage system miles	71.00	71.00	71.00	71.00	71.00

### Revenue and Expense Summary

Surface Water Fund								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
<b>Operating Revenue</b>								
Charges for Services								
Surface Water Sales	\$ 5,850,799	\$ 6,147,930	\$ 6,326,899	\$ 6,306,000	\$ 6,663,000	\$ 6,863,000	5.66%	3.00%
Total Charges for Services	5,850,799	6,147,930	6,326,899	6,306,000	6,663,000	6,863,000	5.66%	3.00%
Intergovernmental Revenue	89,822	8,435	63,000	63,000	120,000	277,000	90.48%	130.83%
Miscellaneous Revenue								
Investment Earnings	29,101	52,938	53,285	24,000	40,000	50,000	66.67%	25.00%
Capital contributions	273,792	104,998	-	-	-	-	0.00%	0.00%
Sale of Capital Assets	(4,798)	(440)	-	-	-	-	0.00%	0.00%
Other Misc Revenue	240	160	-	-	-	-	0.00%	0.00%
Total Miscellaneous Revenue	298,335	157,657	53,285	24,000	40,000	50,000	66.67%	25.00%
Total Operating Revenue	6,238,957	6,314,022	6,443,185	6,393,000	6,823,000	7,190,000	6.73%	5.38%
Capital Project Revenue								
Intergovernmental Revenue - Grants	56,969	185,380	2,593,000	2,593,000	2,247,000	800,000	-13.34%	-64.40%
<b>Total Revenue</b>	<b>6,295,926</b>	<b>6,499,402</b>	<b>9,036,185</b>	<b>8,986,000</b>	<b>9,070,000</b>	<b>7,990,000</b>	<b>0.93%</b>	<b>-11.91%</b>
Operating Expenses								
Salaries & Wages	886,206	901,728	762,122	1,045,012	1,089,529	1,115,653	4.26%	2.40%
Personnel Benefits	378,430	392,171	375,492	494,934	482,172	496,998	-2.58%	3.07%
Supplies	45,694	43,356	50,625	43,500	42,500	42,500	-2.30%	0.00%
Services	691,372	711,193	761,438	549,694	761,013	662,881	38.44%	-12.89%
Intergov't Services & Taxes	655,744	688,572	699,077	686,000	720,300	741,300	5.00%	2.92%
Total Operating Expenses	2,657,445	2,737,020	2,648,753	2,819,140	3,095,515	3,059,331	9.80%	-1.17%
Capital Expenses								
Salaries & Wages	85,567	31,116	226,658	-	-	-	0.00%	0.00%
Personnel Benefits	34,766	12,425	56,613	-	-	-	0.00%	0.00%
Supplies	1,374	-	52,667	50,000	50,000	50,000	0.00%	0.00%
Services	377,319	398,934	1,137,151	1,518,000	1,795,000	1,364,000	18.25%	-24.01%
Capital Outlay	939,680	2,123,432	4,043,083	4,395,000	2,585,000	1,337,000	-41.18%	-48.28%
Principal	288,331	288,146	288,912	288,913	289,042	289,748	0.04%	0.24%
Interest	16,614	14,841	13,903	13,903	231,981	261,025	1568.57%	12.52%
Total Capital Expenses	1,743,652	2,868,894	5,818,986	6,265,816	4,951,023	3,301,773	-20.98%	-33.31%
Non-Cash Accounting Adjustments								
Transfers Out for Debt Service	-	-	56,171	115,620	219,830	250,674	90.13%	14.03%
Transfers Out for Public Safety Plan	-	47,285	2,000,000	2,000,000	-	-	0.00%	0.00%
Transfers Out for 1% Arts	-	11,960	13,740	-	5,950	5,950	0.00%	0.00%
Indirect cost allocation	508,361	518,528	528,899	528,899	660,906	684,699	24.96%	3.60%
Total Non-Cash Accounting Adjustments	508,361	577,773	2,598,810	2,644,519	886,686	941,323	-66.47%	6.16%
<b>Total Expenses</b>	<b>4,909,458</b>	<b>6,183,687</b>	<b>11,066,549</b>	<b>11,729,475</b>	<b>8,933,224</b>	<b>7,302,426</b>	<b>-23.84%</b>	<b>-18.26%</b>
Beginning Fund Balance	1,082,485	2,468,952	2,784,668	3,482,959	754,303	891,079	-78.34%	18.13%
Change in Fund Balance	1,386,467	315,715	(2,030,365)	(2,743,475)	136,776	687,574	-104.99%	402.70%
<b>Net working capital (Fund Balance)</b>	<b>2,468,952</b>	<b>2,784,668</b>	<b>754,303</b>	<b>739,484</b>	<b>891,079</b>	<b>1,578,653</b>	<b>20.50%</b>	<b>77.16%</b>

### Capital Projects

The capital projects listed below are capital projects planned for the 2019 - 2020 biennium. The year in which the project is estimated to be completed has been provided. Additional information on the projects may be found in the Capital Improvement Program section of the budget.

<b>2019-2020 Surface Water Capital Projects</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>Anticipated Completion</b>
E Marginal Wy Stormwater Outfalls	1,166,000	211,000	2019
Riverton Creek Flap Gate Removal	1,142,000	15,000	2019
Gilliam Creek Fish Barrier Removal	-	554,000	2022
Tukwila 205 Levee Certification	525,000	230,000	2022
Chinook Wind	215,000	335,000	2020
GIS Inventory of Surface Water	67,000	100,000	N/A
Other (Annual Maint, etc.)	1,285,000	1,306,000	N/A
	<b>\$4,400,000</b>	<b>\$ 2,751,000</b>	

### Debt Service Requirements

The following chart provides information on debt service requirements, by debt issue, for the biennium.

<b>Debt Service</b>	<b>Project</b>	<b>Budget</b>	
		<b>2019</b>	<b>2020</b>
<b>2015 Revenue Bonds</b>	<b>Allentown Phase II</b>		
Principal		\$ 18,088	\$ 18,794
Interest		3,664	3,241
	<b>Total</b>	<b>21,752</b>	<b>22,034</b>
<b>PWTFL 2001</b>	<b>Duwamish/ Valley View</b>		
Principal		11,597	11,597
Interest		174	116
	<b>Total</b>	<b>11,771</b>	<b>11,713</b>
<b>PWTFL 2004</b>	<b>Allentown Phase II</b>		
Principal		37,212	37,212
Interest		1,116	930
	<b>Total</b>	<b>38,328</b>	<b>38,142</b>
<b>PWTFL 2004</b>	<b>Cascade View</b>		
Principal		222,144	222,144
Interest		6,664	5,554
	<b>Total</b>	<b>228,808</b>	<b>227,698</b>
<b>Public Safety Plan 2018 Bond Issuance</b>	<b>Public Works Shops</b>		
Interest		188,987	188,987
	<b>Total</b>	<b>188,987</b>	<b>188,987</b>
<b>Public Safety Plan 2019 Bond Issuance</b>	<b>Public Works Shops</b>		
Interest		30,844	61,688
	<b>Total</b>	<b>30,844</b>	<b>61,688</b>
Total Principal		289,041	289,746
Total Interest		231,449	260,515
<b>Total Debt Service</b>		<b>\$ 520,490</b>	<b>\$ 550,261</b>

Amortization of premiums and discounts are not included in this schedule but are included in the Revenue and Expense Summary statement.

**Expenditure Detail - Salaries and Benefits**

Salaries for budgeted positions are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<b>Surface Water Fund</b>							
<b>Position Description</b>	<b>2018</b>	<b>2019</b>	<b>2019 Budgeted</b>		<b>2020</b>	<b>2020 Budgeted</b>	
	<b>FTE</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>	<b>FTE</b>	<b>Salaries</b>	<b>Benefits</b>
Maint & Ops Superintendent	0.5	0.5	\$ 48,687	\$ 15,464	0.5	\$ 52,141	\$ 16,510
Maint & Ops Foreman	1.5	1.5	129,653	55,885	1.5	132,192	53,072
Maint & Ops Specialist	5.5	5.5	411,305	197,717	5.5	420,464	205,972
Senior Engineer	1	1	125,361	48,000	1	127,968	49,670
Engineer (NPDES Coord)	1	1	105,862	41,283	1	108,144	42,864
Sr. Maint & Ops Specialist	1	1	65,068	37,599	1	66,360	39,206
Inspector SW	1	1	75,655	36,444	1	77,654	38,029
Project Manager SW	1	1	110,939	46,595	1	113,730	48,491
Extra Labor			8,000	793		8,000	793
Overtime			9,000	892		9,000	892
Clothing Allowance				1,500			1,500
<b>Department Total</b>	<b>12.5</b>	<b>12.5</b>	<b>\$1,089,529</b>	<b>\$ 482,172</b>	<b>12.5</b>	<b>\$1,115,653</b>	<b>\$ 496,997</b>

**Surface Water Operations and Maintenance Capital**

The Surface Water Department operations and maintenance capital purchases for 2019 include a portion of the purchase of a slope mower. The total purchase is \$43,000 with 70% of the cost (\$30,000) funded by Surface Water and 30% (\$13,000) from Sewer. The Spider Slope Mower will assist the crew maintain easements and ponds throughout the city where there is a steep terrain.

**Expenditure Detail Operations - Supplies, Services, and Other**

Supplies include supplies specific to administering the surface water program. Services now includes costs for King County processing the City’s Surface Water billing. It also includes engineering, surveying, repair and replacement costs of equipment, utilities, registrations, and credit card fees, among others. Intergovernmental includes excise tax and interfund utility tax.

<b>Surface Water - Administration</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
412.01.538.301.31.00 Supplies - Office & Operating	\$ -	\$ -	\$ 526	\$ -	\$ -	\$ -
412.01.538.380.31.00 Supplies -	1,044	651	-	-	-	-
412.01.538.380.31.01 Supplies - Community Education	46	280	123	1,000	-	-
412.01.538.380.31.02 Supplies -Operating	34,665	27,598	45,426	36,000	36,000	36,000
412.01.538.380.31.03 Supplies - Office & Safety	2,362	9,727	2,393	1,500	1,500	1,500
412.01.538.380.31.04 Supplies - Billing	1,885	3,015	-	-	-	-
412.01.538.380.35.00 Small Tools & Minor Equipment - Minor tools	2,826	932	1,156	4,000	4,000	4,000
412.01.538.380.35.01 Small Tools & Minor Equipment - Traffic Control Devices	2,866	1,154	1,000	1,000	1,000	1,000
<b>Total Supplies</b>	<b>45,694</b>	<b>43,356</b>	<b>50,625</b>	<b>43,500</b>	<b>42,500</b>	<b>42,500</b>

**Expenditure Detail Operations - Supplies, Services, and Other, Continued**

<b>Surface Water - Administration Continued</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
412.01.538.301.42.00 Communication	957	1,276	1,180	-	-	-
412.01.538.301.43.00 Travel - Mileage, parking	-	222	8	-	-	-
412.01.538.301.48.00 R&M - Equipment repair	13,100	-	-	-	-	-
412.01.538.301.49.00 Misc - Project expense	-	150	-	-	-	-
412.01.538.380.41.00 Prof Svcs - Engineering and surveying	258,019	244,987	241,767	2,000	2,000	2,000
412.01.538.380.41.01 Prof Svcs - Utility one call services	527	632	586	400	650	650
412.01.538.380.41.02 Prof Svcs - CDLs hearing and physicals	744	945	891	1,200	1,200	1,200
412.01.538.380.41.06 Prof Svcs - King County Storm Water Billing	-	-	-	-	168,000	65,000
412.01.538.380.42.00 Communication - Phone bills and Nextels	1,190	520	1,572	2,000	2,000	2,000
412.01.538.380.43.00 Travel - Mileage, meals and parking	3,784	1,187	961	2,000	2,000	2,000
412.01.538.380.44.00 Advertising - Ads for jobs	4,685	650	500	500	500	500
412.01.538.380.45.00 Rental - Trackhoes, backhoes, loaders, forklifts, and surface water supplies	2,027	1,665	712	4,000	4,000	4,000
412.01.538.380.45.94 Rental - Equipment Replacement Fund	87,553	230,345	230,345	230,345	292,665	294,765
412.01.538.380.45.95 Rental - Equipment Rental O & M	80,180	103,921	100,241	100,241	110,721	110,162
412.01.538.380.46.01 Insurance - WCIA	19,465	22,278	24,616	24,508	27,077	29,784
412.01.538.380.47.00 Public Utility - Electrical, gas, water and sewer utilities for storm lift stations	839	1,405	5,000	5,000	1,000	1,000
412.01.538.380.47.01 Public Utility - Hauling dirt, asphalt & concrete disposal, garbage disp.	26,619	16,375	57,957	60,000	50,000	50,000
412.01.538.380.47.02 Public Utility - Electrical service	388	431	742	500	500	500
412.01.538.380.47.03 Public Utility - Storm filter cleaning	-	-	-	-	20,000	20,000
412.01.538.380.47.04 Public Utility - Spill Response & Disposal	21	2,544	5,196	30,000	20,000	20,000
412.01.538.380.47.21 Public Utility - Electric	8,372	8,268	9,248	7,500	9,300	9,700
412.01.538.380.47.25 Public Utility - Water	1,448	2,210	2,056	1,500	2,400	2,500
412.01.538.380.47.26 Public Utility - Surface Water	2,737	2,816	3,139	2,500	4,000	4,120
412.01.538.380.48.00 R&M -	152,999	40,255	32,523	33,000	33,000	33,000
412.01.538.380.48.02 Telemetry and Alarm - Pump Stations	-	-	4,000	4,000	4,000	4,000
412.01.538.380.49.00 Misc - Reg, tuition, memberships, software upgrades, publications &	5,195	6,002	3,983	6,000	6,000	6,000
412.01.538.380.49.01 Misc - King County recording lien fees for delinquent surface water bills	3,800	3,200	15,000	15,000	-	-
412.01.538.380.49.08 Misc - PPI credit card fees	16,724	18,908	19,215	17,500	-	-
412.01.538.380.49.53 Misc -Ext taxes & operating assessments	69,214	71,736	62,855	50,000	50,000	50,000
412.01.538.380.49.54 Misc- Interfund Taxes - Utility tax	586,530	616,836	636,222	636,000	670,300	691,300
<b>Total Services</b>	<b>1,347,116</b>	<b>1,399,765</b>	<b>1,460,515</b>	<b>1,235,694</b>	<b>1,481,313</b>	<b>1,404,181</b>
<b>Total Supplies, Services and Other</b>	<b>\$ 1,392,810</b>	<b>\$ 1,443,121</b>	<b>\$ 1,511,140</b>	<b>\$ 1,279,194</b>	<b>\$ 1,523,813</b>	<b>\$ 1,446,681</b>

**Expenditure Detail Capital - Supplies, Services, and Other**

Supplies include items for capital projects. Services include construction management costs. Capital includes construction and purchase of capital assets.

<b>Surface Water - Capital Outlays</b>						
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
412.98.594.382.31.00 Supplies -Office and Operating	\$ 1,374	\$ -	\$ 52,667	\$ 50,000	\$ 50,000	\$ 50,000
<b>Total Supplies</b>	<b>1,374</b>	<b>-</b>	<b>52,667</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
412.98.594.382.41.00 Prof Svcs - Construction management	301,531	397,938	1,136,744	1,518,000	1,795,000	1,364,000
412.98.594.382.42.00 Communication - Postage	-	-	12	-	-	-
412.98.594.382.44.00 Advertising - Bid ads	1,946	995	-	-	-	-
412.98.594.382.48.00 R&M - Crushed rock, other repair	73,842	-	-	-	-	-
412.98.594.382.49.00 Misc - Other	-	-	394	-	-	-
<b>Total Services</b>	<b>377,319</b>	<b>398,934</b>	<b>1,137,151</b>	<b>1,518,000</b>	<b>1,795,000</b>	<b>1,364,000</b>
412.01.594.380.64.00 Capital - Machinery & equipment	-	6,364	-	-	30,000	-
412.98.594.382.61.00 Capital - Land	-	-	-	-	125,000	-
412.98.594.382.64.00 Capital - Machinery & equipment	-	-	5,194	-	-	-
412.98.594.382.65.00 Capital - Construction projects	939,680	2,117,068	4,037,889	4,395,000	2,430,000	1,337,000
<b>Total Other</b>	<b>939,680</b>	<b>2,123,432</b>	<b>4,043,083</b>	<b>4,395,000</b>	<b>2,585,000</b>	<b>1,337,000</b>
<b>Total Capital Outlays</b>	<b>\$ 1,318,373</b>	<b>\$ 2,522,366</b>	<b>\$ 5,232,900</b>	<b>\$ 5,963,000</b>	<b>\$ 4,430,000</b>	<b>\$ 2,751,000</b>



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## INTERNAL SERVICE FUNDS

Internal service funds provide services City-wide that supports both governmental and enterprise activities. The City has three internal service funds:

- 1. *Equipment rental and replacement (ER&R)*** - All rolling stock and equipment, including fire apparatus, is purchased, maintained and scheduled for replacement through this fund. General fund departments and utility funds are charged for the cost of repairing, maintaining and insuring existing equipment and for the eventual replacement of the equipment through an annual replacement charge that is prorated over the estimated useful life of the equipment.
- 2. *Employee healthcare plan*** – The City administers a self-insured healthcare plan as a benefit to its employees. The plan includes medical, pharmacy, vision and dental benefits. The Washington State Insurance Commission oversees the plan. Plan costs are analyzed and projected forward three years by an actuary. The City’s reserve policy stipulates a funding reserve equal to 2.5 times the incurred by not reported (IBNR) claims. The projection is reviewed annually and the premiums are adjusted to cover the projected costs and the reserve for the forthcoming year. Premiums are paid by the City through charges to the general fund departments and other funds with employees.
- 3. *LEOFF 1 Retiree Healthcare Plan*** – The City manages a self-insured healthcare plan for retired law enforcement officers and fire fighters that are members of the LEOFF 1 (Law Enforcement Officers and Fire Fighters) retirement plan. Membership is limited to eligible law enforcement officers and fire fighters hired prior to the March 1, 1970 establishment of LEOFF, as well as eligible members of LEOFF hired prior to October 1, 1977. The City has 40 retirees and 1 active LEOFF 1 member. The health benefits for the active LEOFF 1 member are paid from the Fund 502 Employee Healthcare Plan until retirement. The general fund Police and Fire departments pay the premiums for this plan.

**Internal Service Fund - Financial Summary**

<b>Internal Service Funds - 2019</b>				
	<b>Equipment Rental &amp; Replacement (ERR)</b>	<b>Employee Healthcare</b>	<b>LEOFF 1 Retiree Healthcare</b>	<b>Total Internal Service Funds</b>
Operating Revenue				
Charges for Services				
ERR O&M charges	\$ 2,071,944	\$ -	\$ -	\$ 2,071,944
ERR replacement	1,202,726	-	-	1,202,726
Public Safety Plan Transfers In	300,000	-	-	300,000
Employer trust contributions	-	6,157,653	265,000	6,422,653
Employee contributions	-	349,024	-	349,024
<b>Total Charges for Services</b>	<b>3,574,670</b>	<b>6,506,677</b>	<b>265,000</b>	<b>10,346,347</b>
Miscellaneous Revenue				
Investment Earnings	14,269	55,995	1,533	71,797
Sale of capital assets	30,000	-	-	30,000
Other Misc Revenue	150	1,200	-	1,350
<b>Total Miscellaneous Revenue</b>	<b>44,419</b>	<b>57,195</b>	<b>1,533</b>	<b>103,147</b>
<b>Total Revenue</b>	<b>3,619,089</b>	<b>6,563,872</b>	<b>266,533</b>	<b>10,449,494</b>
Operating Expenses				
Salaries & Wages	439,817	-	-	439,817
Personnel Benefits	203,260	6,656,300	458,756	7,318,316
Supplies	758,000	-	-	758,000
Services	285,970	105,403	6,999	398,372
<b>Total Operating Expenses</b>	<b>1,687,046</b>	<b>6,761,703</b>	<b>465,755</b>	<b>8,914,504</b>
Capital Expenses				
Capital Project Expenses	2,380,000	-	-	2,380,000
<b>Total Capital Expenses</b>	<b>2,380,000</b>	<b>-</b>	<b>-</b>	<b>2,380,000</b>
Indirect cost allocation	368,158	142,959	-	511,117
<b>Total Expenses</b>	<b>4,435,204</b>	<b>6,904,662</b>	<b>465,755</b>	<b>11,805,621</b>
Change in Fund Balance	(816,115)	(340,790)	(199,222)	(1,356,127)
Beginning Fund Balance	3,874,899	1,137,704	527,005	5,539,608
<b>Ending Fund Balance</b>	<b>\$ 3,058,783</b>	<b>\$ 796,914</b>	<b>\$ 327,783</b>	<b>\$ 4,183,481</b>

<b>Internal Service Funds - 2020</b>				
	<b>Equipment Rental &amp; Replacement (ERR)</b>	<b>Employee Healthcare</b>	<b>LEOFF 1 Retiree Healthcare</b>	<b>Total Internal Service Funds</b>
<b>Operating Revenue</b>				
Charges for Services				
ERR O&M charges	\$ 2,104,488	\$ -	\$ -	\$ 2,104,488
ERR replacement	732,637	-	-	732,637
Public Safety Plan Transfers In	340,000	-	-	340,000
Employer trust contributions	-	6,465,563	265,000	6,730,563
Employee contributions	-	366,399	-	366,399
<b>Total Charges for Services</b>	<b>3,177,125</b>	<b>6,831,962</b>	<b>265,000</b>	<b>10,274,087</b>
<b>Miscellaneous Revenue</b>				
Investment Earnings	14,269	56,274	1,541	72,084
Sale of capital assets	30,000	-	-	30,000
Other Misc Revenue	150	1,200	-	1,350
<b>Total Miscellaneous Revenue</b>	<b>44,419</b>	<b>57,474</b>	<b>1,541</b>	<b>103,434</b>
<b>Total Revenue</b>	<b>3,221,544</b>	<b>6,889,436</b>	<b>266,541</b>	<b>10,377,521</b>
<b>Operating Expenses</b>				
Salaries & Wages	447,801	-	-	447,801
Personnel Benefits	211,344	7,208,130	484,079	7,903,553
Supplies	758,000	-	-	758,000
Services	287,301	55,868	5,234	348,403
<b>Total Operating Expenses</b>	<b>1,704,446</b>	<b>7,263,998</b>	<b>489,313</b>	<b>9,457,757</b>
<b>Capital Expenses</b>				
Capital Project Expenses	1,691,800	-	-	1,691,800
<b>Total Capital Expenses</b>	<b>1,691,800</b>	<b>-</b>	<b>-</b>	<b>1,691,800</b>
Indirect cost allocation	381,412	148,106	-	529,517
<b>Total Expenses</b>	<b>3,777,658</b>	<b>7,412,104</b>	<b>489,313</b>	<b>11,679,074</b>
Change in Fund Balance	(556,114)	(522,668)	(222,772)	(1,301,553)
Beginning Fund Balance	3,058,783	796,914	327,783	4,183,481
<b>Ending Fund Balance</b>	<b>\$ 2,502,670</b>	<b>\$ 274,247</b>	<b>\$ 105,011</b>	<b>\$ 2,881,927</b>



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**DEPARTMENT:** Public Works  
**FUND:** Equipment Rental & Replacement  
**RESPONSIBLE MANAGER:** Henry Hash

**FUND NUMBER:** 501  
**POSITION:** Public Works Director

**Description**

The function of the Equipment Rental unit is to provide a fleet of vehicles and equipment with an operation maintenance and replacement program and to supply the City with adequate, safe, economical and on-demand operational cars, trucks, and specialty equipment. Services are provided through in-house labor and contracted services. The current fleet consists of approximately 193 vehicles and 134 other pieces of equipment.

**2017-2018 Accomplishments**

- ◆ Continued support to City staff with expert fabricating skills
- ◆ Provided Fire apparatus replacement projections for the Public Safety Plan
- ◆ Upgraded emergency response fleet with tablets
- ◆ Changed Police Department camera technology to new Taser vendor

**2019-2020 Indicators of Success**

- ◆ Continue to promote the pool car program for maximum use of shared resources.
- ◆ Evaluate and adjust replacement plan for cost effective and appropriate replacement solutions.

**Performance Measures**

Public Works - Equipment Rental (Fleet)	2016 Actual	2017 Actual	2018 Estimated	2019 Projection	2020 Projection
<b>Improve fleet service</b>					
Work orders issued (number of service tickets)	1,410	1,220	1,200	1,200	1,200
Preventive Maintenance (PM) Completed	416	311	280	300	300
Gallons of Fuel Consumed	142,483	144,202	144,000	146,000	149,000
Number of Accidents	74	62	80	80	80
<b>Capital</b>					
Number of new patrol vehicles purchased	5	8	2	4	1
Average Age of Fleet	11 years	9 years	8 years	8 years	8 years
<b>Inventory</b>					
Number of passenger vehicles	158	159	159	161	161
Number of motorcycles	6	7	5	5	5
Number of pieces of medium/heavy equipment (dump trucks, etc)	66	66	66	66	66
Number of miscellaneous equipment (mowers, generators, etc)	136	137	137	139	139

**Revenue and Expense Summary**

<b>Equipment Rental &amp; Replacement</b>								
	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
Operating Revenue								
Charges for Services								
ERR O&M Dept Charges	\$ 1,332,505	\$ 1,687,068	\$ 1,965,872	\$ 1,965,872	\$ 2,071,944	\$ 2,104,488	5.40%	1.57%
Equipment Replacement Charges	734,384	690,596	684,686	952,686	1,202,726	732,637	26.25%	-39.09%
Total Charges for Services	2,066,889	2,377,664	2,650,558	2,918,558	3,274,670	2,837,125	12.20%	-13.36%
Miscellaneous Revenue								
Investment Earnings	29,435	45,818	13,027	14,269	14,269	14,269	0.00%	0.00%
Other Misc Revenue	2,043	300	704	150	150	150	0.00%	0.00%
Total Miscellaneous Revenue	31,478	46,119	13,732	14,419	14,419	14,419	0.00%	0.00%
Sale of Capital Assets	96,953	100,509	41,155	30,000	30,000	30,000	0.00%	0.00%
Transfers In - Fund 305	-	160,573	4,542,972	3,600,000	300,000	340,000	-91.67%	13.33%
<b>Total Revenue</b>	<b>2,195,320</b>	<b>2,684,865</b>	<b>7,248,417</b>	<b>6,562,977</b>	<b>3,619,089</b>	<b>3,221,544</b>	<b>-44.86%</b>	<b>-10.98%</b>
Operating Expenses								
Salaries & Wages	385,626	390,856	374,831	408,541	439,817	447,801	7.66%	1.82%
Personnel Benefits	163,964	148,837	192,738	203,071	203,260	211,344	0.09%	3.98%
Supplies	498,152	567,258	664,188	758,000	758,000	758,000	0.00%	0.00%
Services	199,788	219,608	318,421	274,288	285,970	287,301	4.26%	0.47%
Total Operating Expenses	1,247,530	1,326,558	1,550,178	1,643,900	1,687,046	1,704,446	2.62%	1.03%
Capital Expenses								
Capital Outlay	797,536	1,250,161	5,672,542	4,672,225	2,380,000	1,691,800	-49.06%	-28.92%
Indirect cost allocation	316,578	322,910	329,368	329,368	368,158	381,412	11.78%	3.60%
<b>Total Expenses</b>	<b>2,361,644</b>	<b>2,899,629</b>	<b>7,552,088</b>	<b>6,645,493</b>	<b>4,435,204</b>	<b>3,777,658</b>	<b>-33.26%</b>	<b>-14.83%</b>
Beginning Fund Balance	4,559,658	4,393,334	4,178,570	4,557,700	3,874,899	3,058,783	-14.98%	-21.06%
Change in Fund Balance	(166,324)	(214,764)	(303,671)	(82,516)	(816,115)	(556,114)	889.04%	-31.86%
<b>Ending Fund Balance</b>	<b>\$ 4,393,334</b>	<b>\$ 4,178,570</b>	<b>\$ 3,874,899</b>	<b>\$ 4,475,184</b>	<b>\$ 3,058,783</b>	<b>\$ 2,502,670</b>	<b>-31.65%</b>	<b>-18.18%</b>

**NEW & REPLACEMENT PURCHASES IN 2019-2020**

CURRENT UNIT	UNIT #	PURCHASE YEAR		NEW UNIT #	Estimated Replacement Year	REPLACEMENT UNIT
		2019	2020			
<b>POLICE <sup>(a)</sup></b>						
1 SGT. SUV	1743	83,000			2026	SGT. SUV
2 PATROL	1732	80,000			2024	PATROL SUV
3 PATROL	1731	80,000			2024	PATROL SUV
4	NEW	80,000			2024	PATROL, SRO <sup>(b)</sup>
5 EVIDENCE VAN	1204	50,000			2029	EVIDENCE VAN
6 PATROL	1745		80,000		2025	PATROL SUV
7 ADMIN SEDAN	1433		58,000		2028	ADMIN SUV
8 ADMIN SEDAN	1727		58,000		2028	ADMIN SUV
9 DETECTIVE SEDAN	1436		33,000		2030	DETECTIVE SEDAN
10 RADAR TRAILER	1024		12,800		2030	RADAR TRAILER
<b>FIRE <sup>(c)</sup></b>						
11 TRAINING SUV	1286	55,000			2028	TRAINING PICKUP
12 TRAINING SUV	5587	55,000			2028	TRAINING PICKUP
13 BC VEHICLE	1281		90,000		2028	BC TRUCK
14 RESCUE TRUCK	1353		250,000		2028	RESCUE TRUCK
<b>PW MAINTENANCE SHARED</b>						
15 <sup>(d)</sup>	NEW	45,000			2034	MOWER, SPIDER
<b>SEWER</b>						
16 STEP VAN	1283		100,000		2040	1 1/2-TON SERVICE TRUCK
<b>STREET</b>						
17 3/4-TON PICKUP W/ TANK	1258		35,000		2035	3/4-TON PICKUP W/ TANK
18 1-TON DUMP TRUCK	1318		58,000		2035	1-TON DUMP TRUCK
19 1-TON DUMP TRUCK	1378		58,000		2035	1-TON DUMP TRUCK
20 MOWER, SIDE FLAIL	1410	195,000			2034	MOWER, SIDE FLAIL
21 MOWER, BOOM FLAIL	1416	200,000			2034	MOWER, BOOM FLAIL
22	NEW		80,000		2035	1-TON PICKUP (DE-ICER/STRIPER)
<b>SURFACE WATER</b>						
23 3/4-TON PICKUP	1230	38,000			2039	3/4-TON PICKUP
24 VACTOR	2311		600,000		2030	VACTOR
<b>WATER</b>						
25 STEP VAN	1277		100,000		2035	STEP VAN
<b>RECREATION</b>						
26 15-PASSENGER VAN	1222	42,000			2029	FORD TRANSIT 12-PASS VAN
27 15-PASSENGER VAN	1233		42,000		2030	FORD TRANSIT 12-PASS VAN
28 1/4-TON PICKUP	1225	38,000			2029	FORD EXPLORER
<b>PARKS</b>						
29 3/4-TON PICKUP W/WATER TANK & LIFT GATE	1242	47,000			2034	FORD F350 CREW CAB 8' BED W/ RACK
30 MOWER, WIDE AREA TURBO	1678	42,000			2034	MOWER
31 MOWER, FRONT DECK	1680		22,000		2035	MOWER

**NEW & REPLACEMENT PURCHASES IN 2019-2020**

<b>GOLF</b>						
32	SAND TRAP RAKE	6610	18,000		2029	SAND TRAP RAKE
33	TURF DRESSER	1660	12,000		2029	TOP DRESSER
34	MOWER, TRIPLEX GREENS	6604	40,000		2029	MOWER, TRIPLEX
<b>ADMINISTRATION</b>						
35	ADMIN SEDAN	1100 & 3100	25,000		2029	ADMIN SUV (FORD ESCAPE)
<b>COMMUNITY DEVELOPMENT/PLANNING</b>						
36	ADMIN SEDAN	7103	25,000		2034	ADMIN SEDAN (PRIUS)
<b>BUILDING MAINTENANCE</b>						
37	WORKHORSE STEP VAN	1257	100,000		2034	STEP VAN
<b>Total by Year</b>			<b>\$ 1,350,000</b>	<b>\$ 1,676,800</b>		
<b>CARRYOVER FROM PREVIOUS BUDGET CYCLE (2015/2016)</b>						
<b>PW MAINTENANCE SHARED</b>						
38	10-YD DUMP TRUCK <sup>(e)</sup>	1380	350,000	2321	2030	12-YD DUMP TRUCK
<b>STREET</b>						
39	NEW		35,000	2319	2030	DE-ICER SPRAY TANK
<b>PARKS</b>						
40	TRAILER	1011	20,000	6010	2039	TRAILER
<b>CARRYOVER FROM PREVIOUS BUDGET CYCLE (2017/2018)</b>						
<b>FIRE<sup>(c)</sup></b>						
41	AID CAR	1314	190,000	5903	2032	AID CAR
<b>EQUIPMENT RENTAL</b>						
42	ADMIN SEDAN	1166	35,000	9200	2034	CREW CAB PICKUP
<b>STREET</b>						
43	SWEEPER	1466	240,000	2323	2028	SWEEPER
<b>WATER</b>						
44	GRUMMAN STEP VAN	1212	100,000	2212	2028	SERVICE TRUCK
<b>PARKS</b>						
45	1/2-TON PICKUP	1205	45,000	6202	2034	1/2-TON PICKUP EXT CAB 4X4 W/LIFT GATE
<b>TOTAL CARRYOVERS</b>			<b>\$ 1,015,000</b>	<b>\$ -</b>		
<b>Grand Total</b>			<b>\$ 4,041,800</b>			
<p><sup>(a)</sup> Police Department will have a fleet reduction of (1) unit; surplus of unit 1844 an outdated traffic control trailer.</p> <p><sup>(b)</sup> Fleet purchase to occur if staff position approved in PD budget.</p> <p><sup>(c)</sup> Fire Department equipment capital purchases are funded by the Public Safety Plan bond.</p> <p><sup>(d)</sup> Addition to Fleet; initial capital costs split between SEWER (30%) and SURFACE WATER (70%). Transfer from Utility funds to 501 ER&amp;R</p> <p><sup>(e)</sup> Shared equipment; STREETS 40%, SURFACE WATER 40%, AND WATER 20%</p>						

**Expenditure Detail – Salaries and Benefits**

Salaries for budgeted positions are based on actual costs for existing positions and include a cost of living adjustment per contract agreements.

<b><i>Equipment Rental &amp; Replacement</i></b>							
Position Description	2018	2019	2019 Budgeted		2020	2020 Budgeted	
	FTE	FTE	Salaries	Benefits	FTE	Salaries	Benefits
Maint & Ops Superintendent	1	1	\$ 105,199	\$ 41,194	1	\$ 107,256	\$ 42,730
Fleet Technician	4	4	300,760	157,760	4	306,687	164,308
Extra Labor			32,000	3,171		32,000	3,171
Overtime			1,858	184		1,858	184
Clothing Allowance			-	950		-	950
Department Total	5	5	\$ 439,817	\$ 203,260	5	\$ 447,801	\$ 211,344

**Expenditure Detail - Supplies, Services, and Other**

Supplies include office supplies, repair and maintenance parts for vehicles maintained by the City, and small tools. Services include equipment repair and replacement charges, liability insurance, and fleet repairs by outside vendors, among others. Capital includes equipment replacement purchases scheduled for the 2019-2020 biennium.

<b>Equipment Rental &amp; Replacement</b>							
<b>Account Number</b>		<b>Actual</b>			<b>Budget</b>		
		<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>20120</b>
501.01.548.650.31.00	Supplies - Office & Operating	\$ 2,953	\$ 5,150	\$ 3,461	\$ 3,000	\$ 3,000	\$ 3,000
501.01.548.650.34.01	Supplies - Repair & Maintenance	158,658	194,129	166,666	200,000	200,000	200,000
501.01.548.650.34.02	Supplies - Inventory/Resale Items	58,773	48,196	50,945	65,000	65,000	65,000
501.01.548.650.34.03	Supplies - Fuel	273,261	315,722	433,849	485,000	485,000	485,000
501.01.548.650.35.00	Small Tools & Minor Equipment - Tools	4,507	4,061	9,268	5,000	5,000	5,000
<b>Total Supplies</b>		<b>498,152</b>	<b>567,258</b>	<b>664,188</b>	<b>758,000</b>	<b>758,000</b>	<b>758,000</b>
501.01.548.650.41.00	Prof Svcs - DOT health exams, drug screening, audiology tests	5,373	4,009	2,441	1,750	4,000	4,000
501.01.548.650.42.00	Communication - Phone charges, Nextels, and UPS shipping fees	1,791	1,370	1,674	2,000	2,000	2,000
501.01.548.650.43.00	Travel - Parking, mileage	1,817	474	1,595	1,500	1,500	1,500
501.01.548.650.45.00	Rental - Equipment lease	1,027	1,269	959	1,100	1,100	1,100
501.01.548.650.45.94	Rental - Equipment Replacement	27,793	54,452	48,542	48,542	50,614	48,542
501.01.548.650.45.95	Rental - Equipment O & M	10,057	24,386	23,035	21,822	25,903	25,864
501.01.548.650.46.00	Insurance - Liability and property program assessment allocation to WCIA	-	-	65,574	65,574	-	-
501.01.548.650.46.02	Insurance - Auto/physical damage	66,399	66,567	67,030	-	68,853	72,295
501.01.548.650.48.00	R&M - Fleet repairs by outside vendors	72,750	53,585	91,228	120,000	120,000	120,000
501.01.548.650.49.00	Misc - Reg., trng, memberships, laundry svc, vehicle lic., sub.	12,211	13,494	16,341	12,000	12,000	12,000
501.01.548.650.49.53	Misc - Ext taxes & assessments	570	1	2	-	-	-
<b>Total Services</b>		<b>199,788</b>	<b>219,608</b>	<b>318,421</b>	<b>274,288</b>	<b>285,970</b>	<b>287,301</b>
501.01.594.480.64.00	Capital - Machinery & equipment	-	-	12,311	15,000	15,000	15,000
501.02.594.480.64.00	Capital - Machinery & equipment	797,536	1,250,161	5,660,231	4,657,225	2,365,000	1,676,800
<b>Total Other</b>		<b>797,536</b>	<b>1,250,161</b>	<b>5,672,542</b>	<b>4,672,225</b>	<b>2,380,000</b>	<b>1,691,800</b>
<b>Total Supplies, Services and Other</b>		<b>\$ 1,495,476</b>	<b>\$ 2,037,026</b>	<b>\$ 6,655,151</b>	<b>\$ 5,704,513</b>	<b>\$ 3,423,970</b>	<b>\$ 2,737,101</b>

**DEPARTMENT:** Finance  
**FUND:** Self Insured Healthcare Plan  
**RESPONSIBLE MANAGER:** Peggy McCarthy

**FUND NUMBER:** 502  
**POSITION:** Finance Director

### Description

This fund accounts for the City's self-insured healthcare plan. This fund receives contributions on behalf of the employees through premiums charged to their respective organization units. Healthcare claims, program administrative fees and a Wellness Program are expensed in this fund.

### 2017-2018 Accomplishments

- ◆ Made changes in funding level to reduce plan overfunding and achieve balance between annual premium charges and maintenance of reserve levels. **Strategic Goal 4**

### 2019-2020 Outcome Goals

- ◆ Monitor fund balance to ensure adequate balance between annual premium charges and maintenance of reserve levels. **Strategic Goal 4**
- ◆ Implement new State paid family leave act. **Strategic Goal 4**

### 2019-2020 Indicators of Success

- ◆ A premium structure that adequately funds the plan and maintains a smooth and predictable premium trajectory is achieved. **Strategic Goal 4**
- ◆ A balance is maintained between Plan benefits and City priorities. **Strategic Goal 5**

### Revenue and Expense Summary

<b>Self Insured Healthcare Plan</b>								
	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>	
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>
<b>Operating Revenue</b>								
Employer Trust Contributions	\$ 5,288,549	\$ 5,729,693	\$ 5,763,534	\$ 6,474,405	\$ 6,157,653	\$ 6,465,563	-4.89%	5.00%
Employee Contributions	138,033	114,244	105,346	77,000	349,024	366,399	353.28%	4.98%
Employee Benefit Programs	2,344	1,582	1,280	1,200	1,200	1,200	0.00%	0.00%
Investment Earnings	22,288	55,442	56,246	96,000	55,995	56,274	-41.67%	0.50%
<b>Total Operating Revenue</b>	<b>5,451,214</b>	<b>5,900,960</b>	<b>5,926,406</b>	<b>6,648,605</b>	<b>6,563,872</b>	<b>6,889,436</b>	<b>-1.27%</b>	<b>4.96%</b>
<b>Operating Expenses</b>								
Self-Insured Medical Claims	3,542,958	4,009,657	3,792,418	4,424,000	4,353,129	4,723,375	-1.60%	8.51%
Dental Claims	603,736	584,822	528,631	583,978	567,061	590,878	-2.90%	4.20%
Prescription Claims	1,123,821	1,048,018	1,000,331	1,084,400	1,007,556	1,124,432	-7.09%	11.60%
Vision Claims	32,726	28,120	13,182	32,300	30,777	31,854	-4.72%	3.50%
Stop Loss Reimbursements	(105,351)	(68,255)	(193,695)	(75,750)	-	-	0.00%	0.00%
TPA Admin Fees	203,538	158,995	134,328	237,200	166,070	169,391	-29.99%	2.00%
Excess Loss Premiums	379,705	385,397	402,642	564,350	482,807	519,500	-14.45%	7.60%
IBNR Adjustment	-	-	17,750	117,750	48,900	48,700	-58.47%	-0.41%
Professional Services	27,777	28,076	16,105	32,000	85,199	35,600	166.25%	-58.22%
Miscellaneous	3,013	4,891	3,850	7,000	2,204	2,268	-68.51%	2.90%
Wellness Program	5,703	22,526	18,000	18,000	18,000	18,000	0.00%	0.00%
<b>Total Operating Expenses</b>	<b>5,817,626</b>	<b>6,202,247</b>	<b>5,733,543</b>	<b>7,025,228</b>	<b>6,761,703</b>	<b>7,263,998</b>	<b>-3.75%</b>	<b>7.43%</b>
Indirect cost allocation	120,703	123,117	125,579	125,579	142,959	148,106	13.84%	3.60%
<b>Total Expenses</b>	<b>5,938,329</b>	<b>6,325,364</b>	<b>5,859,122</b>	<b>7,150,807</b>	<b>6,904,662</b>	<b>7,412,104</b>	<b>-3.44%</b>	<b>7.35%</b>
Beginning Fund Balance	1,981,939	1,494,824	1,070,420	2,344,927	1,137,704	796,914	-51.48%	-29.95%
Change in Fund Balance	(487,115)	(424,404)	67,284	(502,202)	(340,790)	(522,668)	-32.14%	53.37%
<b>Ending Fund Balance</b>	<b>\$ 1,494,824</b>	<b>\$ 1,070,420</b>	<b>\$ 1,137,704</b>	<b>\$ 1,842,725</b>	<b>\$ 796,914</b>	<b>\$ 274,247</b>	<b>-56.75%</b>	<b>-65.59%</b>
Unrestricted	1,494,824	1,070,420	1,137,704	1,842,725	796,914	274,247	-56.75%	-65.59%
IBNR reserve	1,858,250	1,858,250	1,533,750	2,186,250	1,656,000	1,777,750	-24.25%	7.35%

## Expenditure Detail – Benefits and Services

Employee benefits costs include medical, vision, and dental claims for all employees and dependents. Services includes broker fees, other healthcare plan fees, and Wellness program costs.

<b>Self Insured Healthcare Plan</b>							
<b>Account Number</b>		<b>Actual</b>			<b>Budget</b>		
		<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
502.00.517.370.25.00	Benefits - Self insured medical claims	\$3,542,958	\$4,009,657	\$3,792,418	\$4,424,000	\$4,353,129	\$4,723,375
502.00.517.370.25.01	Benefits - Dental claims	603,736	584,822	528,631	583,978	567,061	590,878
502.00.517.370.25.02	Benefits - Prescription claims	1,123,821	1,048,018	1,000,331	1,084,400	1,007,556	1,124,432
502.00.517.370.25.03	Benefits - Vision claims	32,726	28,120	13,182	32,300	30,777	31,854
502.00.517.370.25.04	Benefits - Stop loss reimbursements	(105,351)	(68,255)	(193,695)	(75,750)	-	-
502.00.517.370.25.06	Benefits - TPD Admin fees	203,538	158,995	134,328	237,200	166,070	169,391
502.00.517.370.25.07	Benefits - Excess loss premiums	379,705	385,397	402,642	564,350	482,807	519,500
502.00.517.370.25.10	Benefits - IBNR adjustment	-	-	17,750	117,750	48,900	48,700
<b>Total Benefits</b>		<b>5,781,133</b>	<b>6,146,754</b>	<b>5,695,587</b>	<b>6,968,228</b>	<b>6,656,300</b>	<b>7,208,130</b>
502.00.517.370.41.00	Prof Svcs - Broker fees	27,777	28,076	16,105	32,000	85,199	35,600
502.00.517.370.49.00	Misc - Other healthcare plan fees	3,013	4,891	3,850	7,000	2,204	2,268
502.00.517.900.49.01	Misc - Wellness program	5,703	22,526	18,000	18,000	18,000	18,000
<b>Total Services</b>		<b>36,493</b>	<b>55,493</b>	<b>37,956</b>	<b>57,000</b>	<b>105,403</b>	<b>55,868</b>
<b>Total Benefits and Services</b>		<b>\$5,817,626</b>	<b>\$6,202,247</b>	<b>\$5,733,543</b>	<b>\$7,025,228</b>	<b>\$6,761,703</b>	<b>\$7,263,998</b>



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**DEPARTMENT:** Finance  
**FUND:** LEOFF I Retiree Self-Insured Healthcare Plan  
**RESPONSIBLE MANAGER:** Peggy McCarthy

**DIVISION:** N/A  
**FUND NUMBER:** 503  
**POSITION:** Finance Director

### Description

This fund accounts for the City's self-insured healthcare plan for Law Enforcement Officers and Fire Fighters (LEOFF I) retirees. This fund receives contributions on behalf of retired LEOFF I employees through their respective organization units. Healthcare claims and program administrative fees are expensed in this fund.

### 2017-2018 Accomplishments

- ◆ Optimize use of Medicare insurance coverage to manage plan costs. **Strategic Goal 4**

### 2019-2020 Outcome Goals

- ◆ Continue to analyze and revise funding structure to achieve a smooth and predictable premium trend. **Strategic Goal 4**

### 2019-2020 Indicators of Success

- ◆ A smooth funding trend is achieved. **Strategic Goal 4**
- ◆ Reserves levels are maintained. **Strategic Goal 4**
- ◆ Costs are managed and stabilized. **Strategic Goal 4**

## Revenue and Expense Summary

<b>LEOFF 1 Self Insured Healthcare Plan</b>								
	Actual			Budget			Percent Change	
	2016	2017	Projected 2018	2018	2019	2020	2018-19	2019-20
Operating Revenue								
Employer Trust Contributions	630,444	253,445	250,336	265,000	265,000	265,000	0.00%	0.00%
Investment Earnings	569	(5,621)	2,217	3,340	1,533	1,541	-54.10%	0.52%
<b>Total Operating Revenue</b>	<b>631,012</b>	<b>247,824</b>	<b>252,553</b>	<b>268,340</b>	<b>266,533</b>	<b>266,541</b>	<b>-0.67%</b>	<b>0.00%</b>
Operating Expenses								
Self-Insured Medical Claims	164,120	164,645	164,929	265,000	181,401	189,201	-31.55%	4.30%
Dental Claims	25,293	36,832	47,599	36,040	35,986	37,641	-0.15%	4.60%
Prescription Claims	131,386	104,840	95,748	169,600	114,048	125,339	-32.75%	9.90%
Vision Claims	5,110	5,481	8,073	8,480	6,193	6,324	-26.97%	2.12%
Stop Loss Reimbursements	67,395	-	-	-	-	-	0.00%	0.00%
TPA Admin Fees	39,918	15,744	15,678	21,200	16,682	17,017	-21.31%	2.01%
Excess Loss Premiums	19,515	16,493	6,436	26,500	26,500	26,500	0.00%	0.00%
Long Term Care Insurance	9,881	11,555	14,840	14,840	23,891	25,086	60.99%	5.00%
IBNR Adjustment	-	-	8,750	8,750	1,500	600	-82.86%	-60.00%
Retiree Medical Reimbursement	10,025	24,545	6,557	20,000	19,555	20,555	-2.23%	5.11%
Retiree Medicare Reimbursement	33,628	33,512	39,957	33,000	33,000	35,816	0.00%	8.53%
Professional Services	6,340	4,095	2,689	6,000	6,499	4,734	8.32%	-27.16%
Miscellaneous	250	-	500	500	500	500	0.00%	0.00%
<b>Total Operating Expenses</b>	<b>512,861</b>	<b>417,740</b>	<b>411,756</b>	<b>609,910</b>	<b>465,755</b>	<b>489,313</b>	<b>-23.64%</b>	<b>5.06%</b>
Indirect cost allocation	11,408	12,549	13,804	13,804	-	-	0.00%	0.00%
<b>Total Expenses</b>	<b>524,269</b>	<b>430,289</b>	<b>425,560</b>	<b>623,714</b>	<b>465,755</b>	<b>489,313</b>	<b>-25.33%</b>	<b>5.06%</b>
Beginning Fund Balance	775,734	882,478	700,012	872,246	527,005	327,783	-39.58%	-37.80%
Change in Fund Balance	106,744	(182,466)	(173,007)	(355,374)	(199,222)	(222,772)	-43.94%	11.82%
<b>Ending Fund Balance</b>	<b>\$ 882,478</b>	<b>\$ 700,012</b>	<b>\$ 527,005</b>	<b>\$ 516,872</b>	<b>\$ 327,783</b>	<b>\$ 105,011</b>	<b>-36.58%</b>	<b>-67.96%</b>
Unrestricted	882,478	700,012	527,005	516,872	327,783	105,011	-36.58%	-67.96%
IBNR reserve	146,250	184,250	157,250	156,500	158,750	160,250	1.44%	0.94%

**Expenditure Detail – Benefits and Services**

Employee benefits costs include medical, vision, and dental claims for LEOFF I members. Services includes broker fees and other healthcare plan fees.

<b>LEOFF 1 Self Insured Healthcare Plan</b>							
<b>Account Number</b>	<b>Actual</b>			<b>Budget</b>			
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
503.00.517.200.25.00 Benefits - Self-insured medical & dental	\$ 164,120	\$ 164,645	\$ 164,929	\$ 265,000	\$ 181,401	\$ 189,201	
503.00.517.200.25.01 Benefits - Dental claims	25,293	36,832	47,599	36,040	35,986	37,641	
503.00.517.200.25.02 Benefits - Prescription claims	131,386	104,840	95,748	169,600	114,048	125,339	
503.00.517.200.25.03 Benefits - Vision claims	5,110	5,481	8,073	8,480	6,193	6,324	
503.00.517.200.25.04 Benefits - Stop loss reimbursements	67,395	-	-	-	-	-	
503.00.517.200.25.06 Benefits - TPA admin fees	39,918	15,744	15,678	21,200	16,682	17,017	
503.00.517.200.25.07 Benefits - Excess loss premiums	19,515	16,493	6,436	26,500	26,500	26,500	
503.00.517.200.25.08 Benefits - Long term care	9,881	11,555	14,840	14,840	23,891	25,086	
503.00.517.200.25.10 Benefits - IBNR adjustment	-	-	8,750	8,750	1,500	600	
503.00.517.200.25.20 Benefits - Medical,dental,life,optical	10,025	24,545	6,557	20,000	19,555	20,555	
503.00.517.200.25.21 Benefits - Medical,dental,life,optical	33,628	33,512	39,957	33,000	33,000	35,816	
<b>Total Benefits</b>	<b>506,271</b>	<b>413,645</b>	<b>408,567</b>	<b>603,410</b>	<b>458,756</b>	<b>484,079</b>	
503.00.517.200.41.00 Prof Svcs - Broker fees	6,340	4,095	2,689	6,000	6,499	4,734	
503.00.517.200.49.00 Misc - Plan document fees	250	-	500	500	500	500	
<b>Total Services</b>	<b>6,590</b>	<b>4,095</b>	<b>3,189</b>	<b>6,500</b>	<b>6,999</b>	<b>5,234</b>	
<b>Total Benefits and Services</b>	<b>\$ 512,861</b>	<b>\$ 417,740</b>	<b>\$ 411,756</b>	<b>\$ 609,910</b>	<b>\$ 465,755</b>	<b>\$ 489,313</b>	



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**DEPARTMENT:** N/A  
**FUND:** Firemen’s Pension  
**RESPONSIBLE MANAGER:** Peggy McCarthy

**DIVISION:** N/A  
**FUND NUMBER:** 611  
**POSITION:** Finance Director

**Description**

This fund exists to support ten (10) firefighters who qualify for a City pension system prior to 1971.

<b>Firemen's Pension Fund 611</b>									
	<b>Actual</b>			<b>Budget</b>			<b>Percent Change</b>		
	<b>2016</b>	<b>2017</b>	<b>Projected 2018</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2018-19</b>	<b>2019-20</b>	
Operating Revenue									
Fire Insurance Premium Tax	\$ 66,360	\$ 68,709	\$ 67,000	\$ 69,041	\$ 72,000	\$ 72,000	4.29%	0.00%	
Interest	10,205	(320)	10,361	2,000	2,000	2,000	0.00%	0.00%	
<b>Total Revenue</b>	<b>76,565</b>	<b>68,389</b>	<b>77,361</b>	<b>71,041</b>	<b>74,000</b>	<b>74,000</b>	<b>4.17%</b>	<b>0.00%</b>	
Operating Expenses									
Supplemental Pension	59,988	51,486	66,491	66,491	66,491	66,491	0.00%	0.00%	
Services	4,000	3,500	3,500	10,000	3,500	3,500	-65.00%	0.00%	
<b>Total Expenses</b>	<b>63,988</b>	<b>54,986</b>	<b>69,991</b>	<b>76,491</b>	<b>69,991</b>	<b>69,991</b>	<b>-8.50%</b>	<b>0.00%</b>	
Beginning Fund Balance	1,416,506	1,429,083	1,442,486	1,404,694	1,449,856	1,453,865	3.22%	0.28%	
Change in Fund Balance	12,577	13,403	7,370	(5,450)	4,009	4,009	-173.56%	0.00%	
<b>Ending Fund Balance</b>	<b>\$ 1,429,083</b>	<b>\$ 1,442,486</b>	<b>\$ 1,449,856</b>	<b>\$ 1,399,244</b>	<b>\$ 1,453,865</b>	<b>\$ 1,457,874</b>	<b>3.90%</b>	<b>0.28%</b>	



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City of Tukwila  
Washington

Adopted

2019 – 2024

Financial Planning Model  
And  
Capital Improvement Program



## City of Tukwila

6200 Southcenter Boulevard • Tukwila, Washington • 98188  
Tel 206-433-1800 • [www.tukwilawa.gov](http://www.tukwilawa.gov)

Allan Ekberg, Mayor

January 7, 2019

Dear Tukwila City Councilmembers and Community,

I am pleased to present the final 2019-2024 Capital Improvement Program (CIP) to the members of the Tukwila City Council and broader community. The CIP is a critical planning document and companion of the broader biennial budget that outlines the City's significant investments over the next six years. I am excited to share with you some of the highlights.

In November of 2016, Tukwila voters approved the Public Safety Bond, and since that time staff has been working on implementation. Some of the largest – and most exciting – projects in the CIP are the new fire stations, justice center and public works facility. These much-needed civic buildings will help improve the delivery of first responder / public safety services throughout the City. I am thankful to the voters for supporting this important investment in our community and look forward to opening new facilities beginning in 2020 with Fire Station 51 and the Justice Center.

Tackling speeding remains a priority and the 2019-2024 CIP includes an investment of \$400 thousand a year in traffic calming and residential safety programs. Also included is the completion of the residential improvements on 42<sup>nd</sup> Avenue South Phase III and the 53<sup>rd</sup> Avenue South projects. The City Council also identified funding for two needed crosswalks on Tukwila International Boulevard that will include pedestrian flashing beacons to enhance safety. Additionally, the Council also provided funding to study more options for traffic flow on Tukwila International Boulevard.

Additional investments in our arterial streets and bridges are also key, particularly given the role we play as an economic engine for the entire state. The economic health of our region relies on the ability of goods, employees, and shoppers to get in and out of our central business district and employment centers on the north and south ends of our city. Various projects in the CIP support this effort, including the Strander Boulevard Extension Phase III, completion of the Boeing Access Road Bridge Rehabilitation and needed improvements to West Valley Highway, among others.

The CIP reflects additional investments as well, including significant funding to improve our environment, such as tree planting efforts, improvements to both Riverton and Gilliam Creeks to support fish habitat and water quality, and additional stormwater projects. Through this CIP, the City will continue the ongoing sewer rehabilitation in the City's central business district, which is extending the life of critical infrastructure that supports our region's economy. Other infrastructure upgrades, including a significant water service upgrade along Macadam Road, are also included.

These are just some of the investments we will make over the coming biennium, all of which are consistent with our adopted Strategic Plan and the budget priorities previously identified by the Council and Administration. The CIP is a living document that will be used as a roadmap and planning tool, particularly as we identify additional grant dollars to fund projects in future biennia.

This is an exciting time in the City of Tukwila. We are making generational, forward-thinking investments in our community that will benefit current and future residents for years to come.

Sincerely,

A handwritten signature in black ink that reads "Allan Ekberg". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Allan Ekberg  
Mayor

# Financial Planning Model & Capital Improvement Program

## Overview

### **FINANCIAL PLANNING MODEL**

The Financial Planning Model is comprised of three attachments:

#### **Six-Year Financial Plan: General Fund Revenues and Expenditures**

This attachment summarizes the general fund revenues, operations and maintenance, and debt and capital expenditures.

#### **Attachment B: General Fund Operations & Maintenance Expenditures**

Attachment B provides a greater level of detail for the anticipated operations and maintenance.

#### **Attachment C: General Government Project Costs**

Attachment C provides a greater level of detail for the anticipated capital expenditures.

### **GENERAL REVENUES**

The regional economy has improved markedly in the aftermath of the Great Recession. Inflation remains low, employment is up, the real estate market is very active, and construction activity is booming. In the City, several property development projects are planned and in process, including Tukwila Village, Marvelle and the City's own Public Safety Plan projects. Assessed property values are rising and consumer spending has improved.

#### **Sales Taxes**

Sales tax is the City's largest revenue source. Since 2017, sales tax has not been growing as quickly as it has in previous years. Due to the flattening of sales tax, ongoing expenditures are rising faster than ongoing revenues. Retail sales tax from construction activity is expected to remain strong as there are a number of projects in the pipeline. Additionally, the Washington State Legislature recently ended the payment of sales tax mitigation payments to cities hard-hit by destination-based sales tax. Because of this, the City will lose \$1.2 million in annual revenue beginning in 2020. Staff is conservatively projecting annual increases of 1.5% for 2019 and 2020, raising it to 2.0% per year in the out years.

#### **Property Taxes**

The 1% property tax limitation is still the most revenue restrictive element of the general revenue base. Accordingly, other revenue categories must make up the difference in order to achieve the overall 3% revenue growth target. Combined with new construction as the foundation for annual growth, we are anticipating an average growth rate of 2.3% through 2024.

#### **Utility Taxes**

The utility tax rate is 6% for external (non-City run) utilities. The City enacted a solid waste utility tax in 2009 to address revenue shortfalls in certain areas and unexpected costs in other areas. Utility taxes have remained fairly level over the past 3 years and are projected to increase on average 2% over the biennium and 2.0% in 2021-2024. The City also enacted a utility tax on the City operated utility funds (water, sewer, and surface water utilities). These interfund utility taxes are projected to increase 4.6% on average over the biennium and 2.3% in 2021-2024.

**Other Revenues**

The City enacted a business license fee in 2010. Revenue from this license fee is expected to exceed \$3.1 million in 2019 and \$4.1 in 2020. The remaining General Fund revenues are gambling taxes, permit fees, court fees, charges for services, and recreation program fees, which are projected to show modest increases through 2024. The increase in construction related fees are expected to continue as improvements in the local economy occur and property development projects are undertaken.

**UTILITY REVENUES****Water**

Cascade Water Alliance (CWA) has increased the cost of purchased water and administrative dues for 2019 by 3.01% and 1.71% for 2020. We are proposing 5% rate increases in 2019 through 2024 to incorporate CWA's increases and the cost of replacing the City's aging infrastructure. These rate increases are necessary to keep the fund stable and incorporate CWA's rate increases in the future.

**Sewer**

King County Sewer Metro will have a 2.51% rate increase in 2019 as they normally do rate increases every other year. There are no increases proposed for the City's sewer fees.

**Surface Water**

The Six-Year Planning Model requires rate increases to compensate for rising costs. We have rate increases of 5% in 2019 and 3% in 2020, with 3% and 5% increases through 2024. National Pollutant Discharge Elimination System (NPDES) permit requirements have significant costs for the Surface Water fund. The City's surface water fees remain lower than neighboring jurisdictions.

**CAPITAL EFFORTS – GENERAL**

Below are the significant new elements of the 2019-2024 Capital Improvement Program.

**Residential Streets**

Residential street improvements include the completion of major residential improvements on 42nd Avenue South Phase III and 53<sup>rd</sup> Avenue South. Three new grant-funded projects have been added; 46<sup>th</sup> Avenue South Safe Routes to School, Macadam Road South Complete Street Project, and the South 152<sup>nd</sup> Street Safe Routes to School Project. We also changed Residential Improvements to incorporate Traffic Calming/Residential Safety Improvements with funding of \$400,000 in 2019 through 2024.

**Bridges**

The Tukwila Urban Center Pedestrian Bridge was completed in 2018 with the ribbon cutting held on June 22, 2018. Major Maintenance on 3 Bridges was also completed in 2018. We have added two new bridge projects to the 2019 CIP; Boeing Access Road Bridge (BAR) over Airport Way Seismic Retrofit, which is grant funded, and the 42<sup>nd</sup> Avenue South Bridge Replacement, the bridge next to the Tukwila Community Center.

**Arterial Streets**

Strander Blvd Extension Phase 3 design is ongoing through 2019 and grants are still being sought for construction. West Valley Highway from I-405 to Strander Boulevard is scheduled for 2019 and 2020 with a State Transportation Improvement Board grant and Federal grant funds to cover most of the costs. Additional funding has been provided to install two crosswalks on Tukwila International Boulevard.

Completed projects include South 144<sup>th</sup> St Phase II from Tukwila International Blvd to 42<sup>nd</sup> Ave S and Baker Boulevard Non-Motorized Improvements.

**Parks & Recreation**

Park improvements include Fort Dent Park, Municipal Arts Fund, and Tukwila South trail as well as an update to the Parks, Recreation, and Open Space Plan.

**Urban Renewal**

The Tukwila Village developer began demolition and site work in late 2014 and started construction of buildings C, D, and E in 2016. As of this writing, multiple buildings on the Tukwila Village site are open, including the new Tukwila Library, Sullivan Center, coffee shop and one senior housing facility.

It is expected that the former motel and smoke shop sites will be sold in the 2019-2020 biennium to HealthPoint for redevelopment.

**Public Safety Plan**

The Public Safety Plan fund is used to account for costs associated with construction of the Justice Center and rebuilding Fire Stations 51 and 52 along with life-cycle replacement of Fire Apparatus and Equipment. Funding for these projects will come from the voter-approved debt, as well as other sources.

**Facilities**

The City is acquiring land and going through a master planning process for the City's Public Works facility. Funding will come from both general fund revenue and utility funds. The general fund would contribute half of the costs for the project with the other half from the three utility funds, allocated by FTE count.

**Water**

Water capital improvements include 58<sup>th</sup> Avenue South Water Main Replacement, Macadam Road South Water Upgrades, and Martin Luther King Jr Way South Water Main. The Water Comprehensive Plan is also scheduled for 2019 and 2020.

**Sewer**

Sewer improvements include the continuing construction of the Commercial Business District's Sanitary Sewer Rehabilitation Project. Construction for 2019 and 2020 includes the Annual Sewer Repair Program and the Fort Dent Park BNSF Sewer Relocation Project. The Sewer Comprehensive Plan is also scheduled for 2019 and 2020.

**Surface Water**

Projects include the ongoing Annual Small Drainage Program, Storm Water Quality Retrofit Program, and NPDES Phase II permit activities. Construction will begin on the East Marginal Way South Stormwater Outfalls and Riverton Creek Fap Gate Removal Projects.



The City’s **Reserve Policy** is met in the 2019-20 and 2021-22 biennium as well as in 2024, but not in 2023 due to a bridge replacement project scheduled for 2023. This is consistent with 6-year forecasts found in previously adopted budgets. With the flattening of sales tax revenue coupled with the loss of streamlined sales tax mitigation payments beginning in 2020, the budget has been drafted to be very conservative with revenue projections.

All ongoing expenditures and debt service requirements are met without drawing down fund balance. The 6-year financial plan is used for planning purposes only and is updated with each budget cycle. The plan will be adjusted as necessary to ensure the Reserve Policy continues to be met in each year. The Reserve policy, as revised in 2015, requires a general fund minimum fund balance of 18%, as calculated on the prior year ongoing general fund revenue. Also, a new discretionary reserve was added to the policy. Under this section, 10% of one-time revenue realized in the previous year will be set aside as a one-time revenue reserve, to the extent doing so does not negatively impact compliance with the general fund minimum fund balance requirement. Indication of compliance with the new minimum balance reserve requirement and the former requirement is demonstrated in the chart below.

Reserve policy compliance:	PROPOSED BUDGET		PROJECTIONS			
	2019	2020	2021	2022	2023	2024
Minimum fund balance - new policy 18%	Yes	Yes	Yes	Yes	No	Yes
Minimum fund balance - former policy 10%	Yes	Yes	Yes	Yes	Yes	Yes
Contingency reserve fund balance - 10%	Yes	Yes	Yes	Yes	Yes	Yes

Expenditures in 2021 through 2024 have been projected to increase based on the chart below. Expenditures will be closely monitored to ensure that ongoing revenues continue to support ongoing expenditures.

Revenue Categories	2021	2022	2023	2024	Expenditure Categories	2021	2022	2023	2024
Interfund Utility Taxes	2.50%	2.50%	2.50%	2.50%	Attorney Fees	1.00%	1.00%	1.00%	1.00%
Misc. Revenue	2.00%	2.00%	2.00%	2.00%	Equipment Rental	3.00%	3.00%	3.00%	3.00%
Property Tax Revenue	2.50%	2.50%	2.00%	2.00%	Liability Insurance	5.00%	5.00%	5.00%	5.00%
Admissions Tax	3.00%	3.00%	3.00%	3.00%	Other Taxes	2.00%	2.00%	2.00%	2.00%
Credit Card Fees	5.00%	5.00%	5.00%	5.00%	Services	0.00%	0.00%	0.00%	0.00%
Community Development	3.00%	2.00%	2.00%	2.00%	Utilities	3.00%	3.00%	3.00%	3.00%
EMS levy	2.00%	2.00%	2.00%	2.00%	Fuel	1.00%	1.00%	1.00%	1.00%
State Entitlements	2.00%	2.00%	2.00%	2.00%	Healthcare	5.00%	5.00%	5.00%	5.00%
Fines Levied	1.00%	1.00%	1.00%	1.00%	Indirect Cost Allocation	2.50%	2.50%	2.50%	2.50%
Franchise Fees	2.00%	2.00%	2.00%	2.00%	Pension Costs	3.00%	3.00%	3.00%	3.00%
Gambling Tax	4.00%	4.00%	4.00%	4.00%	Supplies	0.00%	0.00%	0.00%	0.00%
Indirect Cost Allocation	2.50%	2.50%	2.50%	2.50%	Labor	2.50%	2.50%	2.50%	2.50%
Business Licenses	1.00%	1.00%	1.00%	1.00%					
Recreation Fees	2.00%	2.00%	2.00%	2.00%					
Rental Fees	1.50%	1.50%	1.50%	1.50%					
Sales Tax Revenue	2.00%	2.00%	2.00%	2.00%					
Utility Tax	2.00%	2.00%	2.00%	2.00%					
Service Fees	1.00%	1.00%	1.00%	1.00%					

### Attachment B - General Fund Departmental Expenditures

Departmental Expenditures	2016 Actuals	2017 Actuals	2018 Projected YE	2018 Budget	2019 Budget	2020 Budget	2021 Projected	2022 Projected	2023 Projected	2024 Projected	Percent Change (Budgetary Comparison)					
											2019	2020	2021	2022	2023	2024
<b>Expenditures</b>											2019	2020	2021	2022	2023	2024
Salaries	26,300,632	27,163,093	27,050,441	28,338,011	28,931,480	29,920,391	30,537,729	31,301,172	32,083,702	32,885,794	2.1%	3.1%	2.4%	2.5%	2.5%	2.5%
Overtime	1,519,183	1,513,455	1,854,443	1,632,035	1,350,099	1,354,099	1,388,497	1,423,209	1,488,789	1,495,259	-17.3%	0.3%	2.5%	2.5%	2.5%	2.5%
Extra Labor	627,034	663,502	735,473	754,693	762,833	764,697	793,485	793,485	793,485	793,485	1.1%	0.2%	3.8%	0.0%	0.0%	0.0%
Holiday Pay	437,045	455,024	523,365	525,583	464,517	476,130	488,033	500,234	512,740	525,558	-11.6%	2.5%	2.5%	2.5%	2.5%	2.5%
<b>Total Wages</b>	<b>28,883,894</b>	<b>29,785,074</b>	<b>30,163,722</b>	<b>31,251,322</b>	<b>31,508,929</b>	<b>32,414,317</b>	<b>33,207,744</b>	<b>34,018,100</b>	<b>34,848,716</b>	<b>35,700,095</b>	0.8%	2.9%	2.4%	2.4%	2.4%	2.4%
Medical & Dental	5,583,572	5,597,627	5,736,889	6,395,135	5,998,560	6,285,007	6,599,257	6,929,220	7,275,681	7,639,465	-6.2%	4.8%	5.0%	5.0%	5.0%	5.0%
FICA	1,696,260	1,750,049	1,791,576	1,843,030	2,102,259	2,083,982	2,132,166	2,185,470	2,240,107	2,296,110	14.1%	-0.9%	2.3%	2.5%	2.5%	2.5%
Pension-PERS/PSERS	1,385,867	1,512,991	1,662,654	1,608,904	1,751,659	1,802,555	1,856,632	1,912,331	1,969,701	2,028,792	8.9%	2.9%	3.0%	3.0%	3.0%	3.0%
Industrial Insurance	678,200	634,001	699,271	940,895	866,309	940,858	939,735	939,735	939,735	939,735	-7.9%	8.6%	-0.1%	0.0%	0.0%	0.0%
Pension-LEOPF 2	881,656	930,131	870,516	880,275	922,207	898,125	925,069	952,821	981,406	1,010,848	4.8%	-2.6%	3.0%	3.0%	3.0%	3.0%
Uniform/Clothing	5,002	5,300	10,780	10,500	8,525	8,525	8,525	8,525	8,525	8,525	-18.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Unemployment	40,380	13,639	21,354	13,000	0	0	0	0	0	0	-100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Benefits</b>	<b>10,270,937</b>	<b>10,443,738</b>	<b>10,793,021</b>	<b>11,891,739</b>	<b>11,649,519</b>	<b>12,019,052</b>	<b>12,461,384</b>	<b>12,928,102</b>	<b>13,415,155</b>	<b>13,923,475</b>	-0.4%	3.2%	3.7%	3.7%	3.8%	3.8%
<b>Total Wages &amp; Benefits</b>	<b>39,154,831</b>	<b>40,228,812</b>	<b>40,956,743</b>	<b>42,943,061</b>	<b>43,158,448</b>	<b>44,434,369</b>	<b>45,669,128</b>	<b>46,946,202</b>	<b>48,263,871</b>	<b>49,623,571</b>	0.5%	3.0%	2.8%	2.8%	2.8%	2.8%
Rentals and Leases	1,845,849	2,062,559	2,317,339	2,313,038	2,901,035	2,420,514	2,493,129	2,567,923	2,644,961	2,724,310	25.4%	-16.6%	3.0%	3.0%	3.0%	3.0%
Professional Services	2,776,466	3,299,807	3,320,408	3,304,461	3,222,495	3,067,465	3,126,107	3,131,806	3,137,561	3,143,375	-2.5%	-4.8%	1.9%	0.2%	0.2%	0.2%
Ext Taxes, Oper. Assess	12	985	627	5	5	5	5	5	5	5	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Inter-Governmental	2,698,335	2,940,603	3,021,361	3,191,119	3,189,194	3,285,832	3,285,832	3,285,832	3,285,832	3,285,832	-0.1%	3.0%	0.0%	0.0%	0.0%	0.0%
Public Utilities	1,828,751	1,915,730	1,991,138	1,928,305	1,999,424	2,069,101	2,126,642	2,190,441	2,256,155	2,323,839	3.7%	3.5%	2.8%	3.0%	3.0%	3.0%
Miscellaneous	1,032,246	977,683	1,414,043	1,564,472	1,251,718	1,273,718	1,270,718	1,270,718	1,270,718	1,270,718	-20.0%	1.8%	-0.2%	0.0%	0.0%	0.0%
Insurance	810,799	888,190	976,416	976,992	1,005,775	1,047,762	1,100,150	1,155,158	1,212,916	1,273,561	2.9%	4.2%	5.0%	5.0%	5.0%	5.0%
Repairs and Maintenance	850,278	662,242	584,152	799,988	590,150	587,912	560,982	560,982	560,982	560,982	-26.2%	-2.6%	-0.4%	0.0%	0.0%	0.0%
Communication	407,476	400,826	471,069	436,370	434,600	434,600	431,000	431,000	431,000	431,000	-0.4%	0.0%	-0.8%	0.0%	0.0%	0.0%
Travel	143,012	168,236	169,103	189,880	159,630	159,630	164,680	164,680	164,680	164,680	-15.9%	0.0%	3.2%	0.0%	0.0%	0.0%
Advertising	24,222	26,652	39,251	51,500	47,550	47,550	47,250	47,250	47,250	47,250	-7.7%	0.0%	-0.6%	0.0%	0.0%	0.0%
<b>Total Services</b>	<b>12,417,446</b>	<b>13,343,513</b>	<b>14,304,907</b>	<b>14,756,130</b>	<b>14,801,576</b>	<b>14,394,089</b>	<b>14,606,495</b>	<b>14,805,795</b>	<b>15,012,060</b>	<b>15,225,552</b>	0.3%	-2.8%	1.5%	1.4%	1.4%	1.4%
Total Supplies	1,380,545	1,261,172	1,206,402	1,273,822	1,218,656	1,161,681	1,150,806	1,150,806	1,150,806	1,150,806	-4.3%	-4.7%	-0.9%	0.0%	0.0%	0.0%
Total Items Purchased for resale	22,500	20,530	23,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Supplies</b>	<b>1,403,045</b>	<b>1,281,702</b>	<b>1,229,402</b>	<b>1,295,822</b>	<b>1,240,656</b>	<b>1,183,681</b>	<b>1,172,806</b>	<b>1,172,806</b>	<b>1,172,806</b>	<b>1,172,806</b>	-4.3%	-4.6%	-0.9%	0.0%	0.0%	0.0%
<b>Total Supplies &amp; Services</b>	<b>13,820,491</b>	<b>14,625,215</b>	<b>15,534,309</b>	<b>16,051,952</b>	<b>16,042,232</b>	<b>15,577,770</b>	<b>15,779,301</b>	<b>15,978,601</b>	<b>16,184,866</b>	<b>16,398,358</b>	-0.1%	-2.9%	1.3%	1.3%	1.3%	1.3%
<b>Total Departmental Expenditures</b>	<b>52,975,321</b>	<b>54,854,026</b>	<b>56,491,052</b>	<b>58,995,013</b>	<b>59,200,680</b>	<b>60,012,139</b>	<b>61,448,429</b>	<b>62,924,803</b>	<b>64,448,737</b>	<b>66,021,929</b>	0.3%	1.4%	2.4%	2.4%	2.4%	2.4%

## ATTACHMENT A-1

NOTES TO 6-YEAR FINANCIAL PLAN  
REVENUES, EXPENDITURES AND FUND BALANCE**GENERAL**

## Purpose

The purpose of the Financial Planning Model is to:

1. Assess the financial health of the City over a 6-year period.
2. Demonstrate the impact of policy decisions on the City's finances.
3. Assist in the productive use of financial resources.
4. Demonstrate compliance with the Reserve Policy.
5. Determine the impact of changing economic conditions and assumptions on the plan and the City's financial stability.

## Structure

The General Fund receives most the City's unrestricted revenues. Prior to 2011, retail sales tax was allocated to other funds as a means of funding their expenditures and projects. To aid forecasting and financial management, this practice was changed so unrestricted revenues are received directly by the General Fund. These revenues are categorized into accounts and reporting groups according to rules established by the Washington State Auditor's Office and communicated through the Budget and Reporting System (BARS). The 6-year financial plan of the Financial Planning Model reflects the revenues and expenditures of the General Fund and impacts to other governmental funds via transfers from the General Fund to other funds and transfer into the General Fund from other funds. It is divided into the following sections:

- Revenues
- Expenditures
- Operating Results
- Capital
- Fund Balance Details
- Reserve Policy Compliance

Revenues include all revenues not restricted or dedicated for specific uses. They support operations and are considered part of ordinary governmental activities and include revenues such as taxes, charges for services, licenses & permits, intergovernmental revenue, fines & penalties, and miscellaneous revenue. With the exception of grant funding, these revenues are considered to be ongoing. Also included in revenues are transfers in. Transfers in are one-time revenue received from other funds and transfer into the General Fund to pay for capital needs or debt service specific to the Public Safety Plan.

Expenditures are for general operating and maintenance and include salaries and benefits, supplies, and services to provide a wide variety of services to our residential and business communities. Expenditures also includes annual transfers to debt service funds as well as transfers to the contingency fund to maintain compliance with the City's reserve fund policy.

Operating results demonstrate if ongoing revenues are meeting annual maintenance and operational costs. Operating results do not reflect revenue or expenditures specific to capital projects.

The capital section includes transfers out to capital project funds. These transfers provide funding for roadway projects including annual overlay, traffic calming, and general repairs and improvements to City-owned facilities.

Fund balance details show the beginning fund balance for each year, change in fund balance, and ending fund balance.

Reserve policy compliance demonstrates whether or not ending fund balance each year is at least 18% of previous year ongoing revenue.

### 2019 – 2024 Highlights

In developing the 6-year financial plan, assumptions have been made on future economic conditions and other factors influencing revenue growth. The projections assume an improving local economy but are still conservative. In King County, both inflation and unemployment have remained low, the residential housing market is exceeding expectations, and construction activity has increased.

Revenues are estimated to increase at a rate of approximately 3% in the 6 years presented. This rate mirrors the City's historical experience. Operating and maintenance expenditures are projected to increase 2.5%. Debt service costs and capital project expenditures are projected based on analysis of existing and proposed debt and on capital project plans.

## GENERAL REVENUES

General revenues have been projected to increase by 3% in 2021 – 2024. This rate is consistent with historical experience.

### Sales Tax

This revenue category includes retail sales tax, criminal justice sales tax and natural gas use tax. Retail sales tax has historically comprised 94% to 96% of this revenue category.

### Property Taxes

Property tax revenue is limited to a 1% annual increase plus taxes generated by new construction and annexations.

### Utility Taxes

A utility tax was approved beginning in 2003 at an initial rate of 4%, increased to 5%, and to 6% in 2007. The tax applies to electric, natural gas, and communications sales. In 2009, Council adopted a 6% utility tax on solid waste collection in the City.

### Interfund Utility Taxes

A 15% utility tax on revenue from City owned utilities was established in 2009 to provide funds for flood mitigation measures when the structural integrity of the Howard Hanson Dam was impaired. On May 1, 2010, the tax was reduced to 10%. In 2014, the tax was extended through 2021.

### Gambling Taxes

The gambling tax revenue category comprises gambling, admission, and leasehold taxes. Historically, gambling taxes have constituted 91% to 96% of the category.

### Licenses and Permits

This revenue category includes business licenses, residential rental licenses and permits related to construction, e.g. building, electrical, mechanical, and plumbing permits; and special fire permits.

### Seattle City Light (SCL) Agreement

The City entered into a contract agreement with SCL in 2003 with a 4% contract payment. The rate was increased to 5% in 2006 and to 6% in 2007. The rate currently remains at 6%.

### Intergovernmental Revenue

Sales tax mitigation is paid to the City by the State. Intergovernmental revenue includes State shared liquor taxes and profits, operating grants, and the emergency services (EMS) allocation and other revenue from other governments.

## Charges for Services

This revenue category includes Court related fees such as adult probation and record check fees; fees generated by the Community Development department for plan check and structural reviews; fire inspection and re-inspection fees and recreation fees for youth, senior and other programs

## Indirect Cost Allocations

The allocation reflects the General Fund support for Tukwila's Hotel/Motel Tax Fund, the Internal Service Funds, and the Enterprise Funds. The fees are expected to increase at the same rate as operating and maintenance costs.

## One-time Revenues

One-time revenues include real property sales for Tukwila Village and other parcels. In this model, the one-time revenue derives from transfers into the general fund from the urban renewal fund for both realized and anticipated *Tukwila Village land* sales and from anticipated *motel property* land sale. The "Fire Station/Shops property sales" represent estimated proceeds from selling the former *Fire Station 53* property. In 2018, the existing *Fire Station 51* property in 2019 and the existing Public Works Shop properties – the *Minkler Shop* and the *George Long Shop* – in 2020. The "other" one-time revenue is comprised of \$1 million transferred into the general fund from the reserve fund in 2015 for the Police Department records management system, and the anticipated proceeds from the *Newporter* property in 2018.

## **DEDICATED REVENUES**

These revenues are recorded directly into the project funds they support and help pay for project costs, but are not tied to a specific project.

**OPERATING TRANSFERS – DEBT SERVICE**

Use of Debt Proceeds		BUDGET		PROJECTIONS				TOTAL
		2019	2020	2021	2022	2023	2024	2019-2024
<b>EXISTING DEBT:</b>								
LTGO 2008 Refunding	City Hall Annex, 6300 bldg, and Urban revitalization - Tukwila Village	\$ 810,900	\$ -	\$ -			\$ -	\$ 810,900
	City Hall Annex, 6300 bldg	364,905	-	-	-	-	-	364,905
	Tukwila Village	445,995	-	-	-	-	-	445,995
SCORE 2009	South County Correctional Entity, SCORE Jail facility	427,869	426,239	427,532	427,379	426,885	426,356	2,562,260
	Scheduled debt service	427,869	426,239	427,532	427,379	426,885	426,389	2,562,293
	Estimated contribution by SCORE	(427,869)	(426,239)	(427,532)	(427,379)	(426,885)	(426,389)	(2,562,293)
LTGO 2010	Southcenter Parkway Extension, emergency management	567,307	558,182	552,520	543,175	533,018	527,050	3,281,252
	Southcenter Pkwy Extension	416,120	409,426	405,273	398,419	390,969	386,591	2,406,798
	Emergency Management	151,187	148,756	147,247	144,756	142,049	140,459	874,454
	Tax Credit	(49,807)	(43,114)	(35,882)	(27,361)	(18,556)	(9,468)	(184,188)
LTGO 2011 Refunding	Arterial street portion of 2003 bond – South Park bridge, Fort Dent, Tukwila Pool transaction	548,700	545,300	546,300	551,500	545,900	-	2,737,700
LTGO 2012	Tukwila Metropolitan Park District	113,130	113,130	113,130	113,130	-	-	452,520
	Received from Tukwila Pool MPD	(113,130)	(113,130)	(113,130)	(113,130)	-	-	(452,520)
LTGO 2014	Urban Renewal Bonds	260,455	260,290	260,074	260,589	260,159	259,871	1,561,438
LTGO 2015	Interurban/Boeing Access Rd Brdg	392,325	390,125	387,775	390,275	392,475	389,375	2,342,350
	Interurban	227,549	226,273	224,910	226,360	227,636	225,838	1,358,563
	Boeing Access Road Bridge	164,777	163,853	162,866	163,916	164,840	163,538	983,787
LTGO 2017	42nd and 53rd Sidewalks	557,700	558,250	553,500	553,600	558,400	557,750	3,339,200
LTGO 2017 Refunding	Urban Renewal - Refunded Line-of-Credit	59,176	59,176	63,728	2,344,280	-	-	2,526,360
LTGO 2018	PSP - PW Shops	402,100	402,100	402,100	767,100	766,350	767,225	3,506,975
Existing debt		\$ 4,139,662	\$ 3,312,792	\$ 3,306,659	\$ 5,951,028	\$ 3,483,187	\$ 2,927,627	\$ 23,120,955
<b>PROPOSED DEBT:</b>								
LTGO 2017	Residential Street 25,000,000	545,276	1,547,950	1,300,922	1,300,922	1,300,922	1,300,922	7,296,914
	Justice Center/Fire 17,500,000	381,693	1,083,565	910,645	910,645	910,645	910,645	5,107,840
	PW Shops 7,500,000	163,583	464,385	390,277	390,277	390,277	390,277	2,189,074
	PSP Dedicated Revenue	-	-	(970,791)	(1,956,951)	(2,346,041)	(2,346,916)	
	Utility Funds Contribution 3,750,000	(81,791)	(232,193)	(195,138)	(195,138)	(195,138)	(195,138)	(1,094,537)
Planned debt \$53,779,493		\$ 545,276	\$ 1,547,950	\$ 1,300,922	\$ 1,300,922	\$ 1,300,922	\$ 1,300,922	\$ 7,296,914
<b>TOTAL Estimate / Projections</b>		<b>\$ 4,684,938</b>	<b>\$ 4,860,742</b>	<b>\$ 4,607,581</b>	<b>\$ 7,251,950</b>	<b>\$ 4,784,109</b>	<b>\$ 4,228,549</b>	<b>\$ 30,417,869</b>

**PROJECT TRANSFERS**

General Fund project transfers are made to support capital and governmental projects. The contribution required is based on the financial status of the project fund (such as the Arterial Street fund, the Land/Parks Acquisition fund, etc.), the amount of dedicated revenues received into the fund, the amount of specific funding sources such as grants and the amount of the existing fund balance.

Priority of use for project fund revenues generally are as follows:

1. Specific project funding such as grant revenue.
2. Dedicated taxes such as REET or parking tax.
3. Fund balance, debt or General Fund contributions/transfers depending on the unique circumstances of the project and the overall financial plan.

**FUND BALANCE**

To the extent revenues exceed expenditures, fund balance is increased and can be carried forward for use in the following fiscal year. To the extent expenditures exceed revenues, fund balance is used and declines. The City’s Reserve Policy specifies that the general fund ending fund balance shall equal or exceed 18% of the previous year operating revenues. The Reserve Policy also requires that a 10% minimum fund balance be maintained for the Contingency / Reserve Fund. The biennial budget complies with both these requirements, and both requirements are met in the subsequent biennium.

A schedule of funds included in the financial planning model follows.

FUNDS INCLUDED IN 6-YEAR PLAN	ACTUAL		PROJECTED	BUDGET	PROPOSED BUDGET		FORECAST			
	2016	2017	2018	2018	2019	2020	2021	2022	2023	2024
000 General Fund	11,839,636	11,864,536	12,140,576	11,621,244	12,255,794	13,701,842	13,667,801	14,356,416	12,311,915	14,202,944
103 Residential Street	658,933	6,176,420	2,826,621	887,431	212,621	222,621	142,621	62,621	82,621	102,621
104 Arterial Street	3,999,376	3,436,438	3,621,320	533,126	1,586,266	297,884	608,973	411,702	732,387	588,609
301 Land, Park Acquisition	3,352,113	4,067,756	1,019,476	303,643	542,796	609,196	624,196	639,196	654,196	669,196
302 Urban Renewal	2,547,041	2,205,169	2,213,064	225,906	1,988,064	1,783,064	1,793,064	1,803,064	1,813,064	1,823,064
303 General government	391,904	368,802	337,761	149,962	185,167	27,652	28,957	31,156	34,347	38,638
304 Fire Improvement	736,518	7,210	7,412	727,831	7,512	7,612	7,712	7,812	7,912	8,012
305 Public Safety Buildings	36,513,127	36,724,918	13,038,491	129,000	39,556,259	2,211,822	3,145,401	6,704,925	4,951,404	3,147,147
306 Public Works Shops	-	-	1,914,000	-	21,041,000	4,785,000	-	-	-	-
<b>Total General government</b>	<b>60,038,648</b>	<b>64,851,249</b>	<b>37,118,721</b>	<b>14,578,143</b>	<b>77,375,479</b>	<b>23,646,693</b>	<b>20,018,725</b>	<b>24,016,892</b>	<b>20,587,846</b>	<b>20,580,231</b>
105 Contingency Reserve	6,050,624	6,277,075	6,447,329	5,894,563	6,595,897	6,895,897	6,895,897	6,895,897	6,895,897	6,895,897
<b>Total Governmental Funds</b>	<b>66,089,272</b>	<b>71,128,324</b>	<b>43,566,050</b>	<b>20,472,706</b>	<b>83,971,376</b>	<b>30,542,590</b>	<b>26,914,622</b>	<b>30,912,789</b>	<b>27,483,743</b>	<b>27,476,128</b>

City of Tukwila  
 Capital Improvement Plan - Attachment C  
 General Government Project Costs 2019 - 2024 in 000's

Project	Page No.	2019		2020		2021		2022		2023		2024		Totals		After Six Years
		Total	Grants	Total	Grants	Total	Grants	Total	Grants	Total	Grants	Total	Grants	Total	Grants	
<b>Residential Streets</b>	1															
42 Ave S Phase III	2	2,500												2,500	0	
53rd Ave S (S 137 - 144 St)	3	3,365	2,046											3,365	2,046	
46th Ave S SRTS	4	80	80	1,832	1,832	624	624							2,536	2,536	
Macadam Rd S Complete Street	5	150	150	1,847	1,847	773	773							2,770	2,770	
S 152nd St SRTS	6	121	121	1,622	1,622	1,083	1,083							2,826	2,826	
42nd Ave S Phase IV	7													0	0	5,590
Traffic Calming/Res Safety	8	400		400		400		400		400		400		2,400	0	400
Subtotal by Source		6,616	2,397	5,701	5,301	2,880	2,480	400	400	400	0	400	0	16,397	10,178	5,990
<b>SUBTOTAL</b>		<b>City Total 4,219</b>		<b>City Total 400</b>		<b>City Total 6,219</b>		<b>5,990</b>								

**Economic Development**

Project	Page No.	2019		2020		2021		2022		2023		2024		Totals		After Six Years
		Total	Other Rev	Total	Other Rev											
<b>Bridges &amp; Arterial Streets</b>	9															
Strander Blvd Ext Phase 3	10	3,720	3,200	36,389	38,389	37,889	37,889							79,998	79,478	
Boeing Access Rd Bridge Reh	11	1,207	840											1,207	840	
West Valley (I-405-Strander)	12	572	572	3,195	2,680									3,767	3,252	
BAR over Airport Wy Seismic	13	267	231	2,614	2,614									2,881	2,845	
S 144th St Bridge - Sidewalks	14	216	216	227	227									443	443	1,210
42nd Ave S Bridge Replace	15			1,600	1,280	1,250	1,250	6,500	6,500	6,400	6,400			15,750	15,430	
Annual Overlay and Repair **	16	1,400		1,400		1,400		1,400	1,400	1,400	1,400			8,400	0	1,400
Annual Bridge Inspections **	17	335		335		405		405	405	450	450			2,380	0	450
ADA Improvements **	18	50		50		200		200	200	200	200			900	0	4,575
Annual Traffic Signal Program **	19	120		125		125		130	130	130	130			760	0	130
S 140th St Intersection	20	350		75		67		608	608					1,100	675	
TIB Channelization Study	21	100												100	0	
Wetland Mitigation **	22	40		40		45		45	45	50	50			270	0	50
Transportation Comp Plan	23			400		200								600	0	600
Walk & Roll Program	24			75		100								175	0	
Green River Trail	25					74		962	832	1,570	1,209			1,036	896	
APE/Minkler Blvd Intersection	26							144	111					1,714	1,320	
APE/Industry Dr Intersection	*													0	0	742
BNSF Intermodal Access	*													0	0	100
TUC/TOD Ped Improvements														0	0	4,250
S 133rd St/SR599 Intersection	*													0	0	2,420
E Marginal Way (BAR - S 112 St)	*													0	0	3,300
Minkler Blvd (APW - S/C Pkwy)	*													0	0	2,600
Tuk Int'l Blvd (BAR - 116 Wy)	*													0	0	5,050
Tuk Int Blvd/S 116th On-Ramp	*													0	0	4,675
Traffic Signal Interconnect	*													0	0	3,000
S 168th St (S/C Pkwy - APE)														0	0	23,244
Southcenter Blvd (I-5-61 Bridge)														0	0	20,000
Rockery Replacement Program														0	0	525
S 180 St/APW Intersection														0	0	235
S 143 St (Interurban-Duwamish)														0	0	100
Subtotal by Source		8,377	5,059	48,450	45,190	41,763	39,270	10,461	8,051	10,200	7,609			121,481	105,179	78,656
<b>SUBTOTAL</b>		<b>City Total 3,318</b>	<b>City Total 3,260</b>	<b>City Total 2,493</b>	<b>City Total 2,410</b>	<b>City Total 2,230</b>	<b>City Total 2,230</b>	<b>City Total 2,591</b>	<b>City Total 2,230</b>	<b>City Total 2,230</b>	<b>City Total 2,230</b>	<b>City Total 2,230</b>	<b>City Total 16,302</b>	<b>City Total 16,302</b>	<b>City Total 78,656</b>	<b>City Total 78,656</b>

\* Traffic or Park Impact Fee List Projects (project must be started within 10 years).

\*\* Ongoing Projects



**General Government**

Project	Page No.	2019		2020		2021		2022		2023		2024		Totals		After Six Years
		Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	
<b>Urban Renewal</b>	43															
Tukwila Village	44	15		15										30	0	
TIB Redevelopment Project	45	20			2,250									20	2,250	
Subtotal by Source		35	0	15	0	0	2,250	0	0	0	0	0	0	50	2,250	0
<b>SUBTOTAL</b>		<b>City Total 35</b>	<b>City Total 15</b>	<b>City Total (2,250)</b>	<b>City Total 0</b>	<b>City Total (2,200)</b>		<b>0</b>								

**General Government**

Project	Page No.	2019		2020		2021		2022		2023		2024		Totals		After Six Years
		Total	Other Rev	Total	Other Rev											
<b>General Improvements</b>	47															
Facilities improvements **	49	200		200		300				300				300	0	300
Subtotal by Source		200	0	200	0	300	0	300	0	300	0	0	0	300	0	300
<b>SUBTOTAL</b>		<b>City Total 200</b>	<b>City Total 200</b>	<b>City Total 300</b>	<b>City Total 1,600</b>		<b>300</b>									

**Public Safety Plan**

Project	Page No.	2019		2020		2021		2022		2023		2024		Totals		After Six Years
		Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	
Justice Center	51	26,506	45,364	23,515	1,000									50,111	46,364	
Relocate Fire Station 51	53	9,416	1,000	2,396	800	800				800		832		11,812	5,032	(2,150)
Rebuild Fire Station 52	54	2,963	17,500	13,749		957								17,669	17,500	(1,110)
Rebuild Fire Station 54	55	297												297	0	
Fire Apparatus & Equipment	56	625		368		482		608		507		2,597		5,187	0	5,558
Subtotal by Source		39,897	63,864	40,028	1,800	1,439	800	608	800	507	800	2,597	832	85,076	68,896	2,298
<b>SUBTOTAL</b>		<b>City Total (23,967)</b>	<b>City Total 38,228</b>	<b>City Total 639</b>	<b>City Total (192)</b>	<b>City Total (293)</b>	<b>City Total 1,765</b>	<b>City Total 16,180</b>			<b>2,298</b>					

\* Fire Impact Fee List Projects (project must be started within 10 years).

**City Facilities**

Project	Page No.	2019		2020		2021		2022		2023		2024		Totals		After Six Years
		Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	Total	Other Rev	
Public Works Shops	57	2,879	4,500	4,501										7,380	4,500	
Subtotal by Source		2,879	4,500	4,501	0	0	0	0	0	0	0	0	0	7,380	4,500	0
<b>SUBTOTAL</b>		<b>City Total (1,621)</b>	<b>City Total 4,501</b>	<b>City Total 0</b>	<b>City Total 2,880</b>		<b>0</b>									

**SUMMARY**

Totals by Source	58,609	75,933	98,945	52,392	46,432	44,850	11,999	9,081	11,457	8,459	5,577	882	233,019	191,597
<b>PROPOSED TOTALS</b>	<b>Total (17,324)</b>	<b>Total 46,553</b>	<b>Total 1,582</b>	<b>Total 2,918</b>	<b>Total 2,998</b>	<b>Total 4,695</b>	<b>Total 41,422</b>	<b>Total 122,758</b>						

\*\* On-going Projects

## ATTACHMENT D

### City of Tukwila

## WATER ENTERPRISE FUND

### 2019 - 2024 Analysis in 000's

REVENUES	2015	2016	2017	2018	2018	2019	2020	2021	2022	2023	2024	Totals
	Actual	Actual	Actual	Budget	Estimate							
Monthly Water Charges <sup>(1)</sup>	Base	+5% Commercial	+5% Commercial	+5% Commercial	+5% Commercial	+5%	+5%	+5%	+5%	+5%	+5%	
Cascade Water Alliance (CWA)	2,480	2,525	2,905	2,710	3,100	3,193	3,256	3,354	3,421	3,524	3,594	20,342
Regular City Water	3,987	3,858	3,841	4,265	3,827	3,991	4,110	4,193	4,319	4,448	4,671	25,732
Subtotal Water	<b>6,467</b>	<b>6,383</b>	<b>6,746</b>	<b>6,975</b>	<b>6,927</b>	<b>7,184</b>	<b>7,366</b>	<b>7,547</b>	<b>7,740</b>	<b>7,972</b>	<b>8,265</b>	<b>46,074</b>
Other Miscellaneous Revenue	42	48	96	43	105	53	58	60	65	70	72	378
Interlocal Ags\PWTF\Grants	1,105	22	0	0	0	0	0	0	0	3,000	3,000	6,000
Water Connection Fees <sup>(2)</sup>	108	80	216	25	87	80	100	100	100	20	20	420
<b>Total Revenues</b>	<b>7,722</b>	<b>6,533</b>	<b>7,058</b>	<b>7,043</b>	<b>7,119</b>	<b>7,317</b>	<b>7,524</b>	<b>7,707</b>	<b>7,905</b>	<b>11,062</b>	<b>11,357</b>	<b>52,872</b>
<b>EXPENDITURES</b>												
CWA Purchased Water <sup>(3)</sup>	2,480	2,525	2,905	2,710	3,100	3,050	3,142	3,354	3,421	3,524	3,594	20,085
Water Operations & Maintenance	2,026	2,004	2,172	2,102	2,038	2,275	2,325	2,339	2,409	2,505	2,581	14,434
Debt Service <sup>(4)</sup>	545	148	146	148	148	145	145	144	129	128	128	819
<i>Debt Service for PW Shops</i>				81	340	159	181	400	400	400	400	1,940
Interfund Utility Tax <sup>(5)</sup> 10%	648	640	677	702	703	724	742	761	781	804	834	4,645
Engineering Labor <sup>(7)</sup>	66	42	53	85	65	75	76	78	80	82	84	475
Subtotal	5,765	5,359	5,953	5,828	6,394	6,428	6,611	7,076	7,220	7,443	7,621	42,398
Water Capital - CIP Program	1,318	598	2,041	1,055	1,869	1,056	2,205	443	916	3,785	4,350	12,755
<b>Total Expenditures</b>	<b>7,083</b>	<b>5,957</b>	<b>7,994</b>	<b>6,883</b>	<b>8,263</b>	<b>7,484</b>	<b>8,816</b>	<b>7,519</b>	<b>8,136</b>	<b>11,228</b>	<b>11,971</b>	<b>55,153</b>
<b>FUND BALANCE</b>												
Change in Fund Balance <sup>(a)</sup>	639	576	(936)	160	(1,144)	(167)	(1,292)	188	(231)	(166)	(614)	(2,281)
Beginning Balance	5,777	6,693	6,693	5,691	5,691	4,547	4,380	3,088	3,276	3,046	2,879	5,487
<b>Ending Balance</b>	<b>6,416</b>	<b>7,269</b>	<b>5,757</b>	<b>5,851</b>	<b>4,547</b>	<b>4,380</b>	<b>3,088</b>	<b>3,276</b>	<b>3,046</b>	<b>2,879</b>	<b>2,266</b>	<b>3,206</b>
<b>Fund Balance:</b>												
Reserved <sup>(b)</sup> 20% of revenue	1,212	1,323	1,302	1,302	1,302	1,424	1,463	1,505	1,541	1,581	1,612	1,612
Unreserved	5,204	5,946	4,455	4,549	3,245	2,956	1,624	1,771	1,504	1,298	653	653
<b>Ending Balance</b>	<b>6,416</b>	<b>7,269</b>	<b>5,757</b>	<b>5,851</b>	<b>4,547</b>	<b>4,380</b>	<b>3,088</b>	<b>3,276</b>	<b>3,046</b>	<b>2,879</b>	<b>2,266</b>	<b>2,266</b>

<sup>(a)</sup> Revenues in excess of (less than) expenditures

<sup>(b)</sup> Annual reserve balance requirement equals 20% of the prior year operating revenues.

## ATTACHMENT D-1

### NOTES TO WATER ENTERPRISE FUND

- 1) Rates reflect increases of 5% annually for 2019 through 2024. These rate increases are essential to sustain our reserve balance and cover any possible increases from Cascade Water Alliance (CWA). We will continue to review the annual rate model to confirm that the proposed increases are necessary.

Future water purchased at additional costs will be passed on to ratepayers. We have identified Cascade Water Alliance’s revenues and expenditures to better reflect the actual water charges and the respective increases. CWA has proposed rate increases of 3.01% in 2019 and 1.71% in 2020.

- 2) Connection fees are estimated for the Allentown/Foster Point and Duwamish projects.
- 3) Cascade Water Alliance is split out to identify the actual costs of purchased water. CWA has scheduled increases in their six-year planning model that will affect our water rates.
- 4) Debt schedule includes Public Works Trust Fund (PWTF) loans and Bonds.
- 5)

<b>Water Debt Service includes:</b>	<b><u>Expires</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
2003 PWTF Duwamish (20%)	7/1/21	14,671.06	14,598.79
2004 PWTF Allentown (26%)	7/1/24	83,044.26	82,641.13
2006 Bond Allentown (26%)	12/31/26	47,129.54	47,740.74
2018 Public Works Shops (17%)	12/31/38	<u>159,027.00</u>	<u>181,339.00</u>
	<b>Total</b>	<b><u>\$303,871.86</u></b>	<b><u>\$326,319.66</u></b>

- 6) An Interfund Utility Tax was approved in October 2009 for the water, sewer, and surface water utilities. Gross revenues are currently taxed 10% through December 31, 2021.
- 7) The Working Capital Reserve Fund’s policy was updated in 2012 per Resolution No. 1774 to maintain an adequate fund balance in each of the enterprise funds. For the Enterprise Funds, the unrestricted fund balance shall equal or exceed 20% of the previous year’s revenue, exclusive of significant non-operating, non-recurring revenues.
- 8) The Senior Water/Sewer Engineer’s salary and benefits are split evenly between the water department and the sewer department.

#### Water Enterprise Fund

The City’s Enterprise Funds account for utility operations that are self-supported through user charges. The utilities are financed and operated like a private business enterprise which requires periodic determination of revenues earned; expenses incurred, and net income for capital maintenance, public policy, management control and accountability. The Water Fund accounts for operations and capital improvements to provide water to a portion of City residents. King County Water District 125 and Highline Water District also supply water to City residents.

## ATTACHMENT E

### City of Tukwila

### SEWER ENTERPRISE FUND

#### 2019 - 2024 Analysis in 000's

REVENUES	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019	2020	2021	2022	2023	2024	Totals
Monthly Sewer Charges	+15%	+0%	+5.2%	+3.5%	+3.5%	KC	0%	KC	0%	KC	0%	
King County Metro Sewer <sup>(1)</sup>	3,866	4,299	4,546	4,337	4,646	4,762	4,762	4,977	4,977	5,089	5,206	29,773
Regular City Sewer <sup>(2)</sup>	<u>4,971</u>	<u>4,641</u>	<u>4,865</u>	<u>4,120</u>	<u>4,720</u>	<u>4,720</u>	<u>4,720</u>	<u>4,725</u>	<u>4,730</u>	<u>4,735</u>	<u>4,720</u>	<u>28,350</u>
Subtotal Sewer Revenue	8,837	8,940	9,411	<b>8,457</b>	<b>9,366</b>	<b>9,482</b>	<b>9,482</b>	<b>9,702</b>	<b>9,707</b>	<b>9,824</b>	<b>9,926</b>	<b>58,123</b>
Other Misc. Revenue	228	290	328	217	300	305	305	300	300	300	300	1,810
Grant/Bonds/PWTF	504	22	0	0	0	0	0	0	0	0	0	0
Sewer Connection Fees <sup>(3)</sup>	<u>206</u>	<u>248</u>	<u>328</u>	<u>125</u>	<u>236</u>	<u>125</u>	<u>125</u>	<u>0</u>	<u>100</u>	<u>0</u>	<u>100</u>	<u>450</u>
<b>Total Revenues</b>	<b>9,775</b>	<b>9,500</b>	<b>10,067</b>	<b>8,799</b>	<b>9,902</b>	<b>9,912</b>	<b>9,912</b>	<b>10,002</b>	<b>10,107</b>	<b>10,124</b>	<b>10,326</b>	<b>60,383</b>
<b>EXPENDITURES</b>												
Sewer Operations & Maintenance												
King County Metro Sewer <sup>(4)</sup>	3,866	4,299	4,546	4,337	4,646	4,762	4,762	4,977	4,977	5,089	5,206	29,773
Regular City Sewer <sup>(5)</sup>	1,884	1,649	1,618	1,355	1,778	1,447	1,493	1,922	1,980	2,039	2,100	10,981
Debt Service <sup>(6)</sup>	410	362	358	360	360	359	360	353	353	305	304	2,034
<i>Debt Service for PW Shops</i>				49	49	89	101	240	240	240	240	1,150
Interfund Utility Tax <sup>(7)</sup> 10%	902	920	972	867	967	979	979	1,000	1,001	1,012	1,023	5,993
Engineering Labor <sup>(9)</sup>	<u>90</u>	<u>26</u>	<u>79</u>	<u>86</u>	<u>86</u>	<u>74</u>	<u>76</u>	<u>78</u>	<u>80</u>	<u>82</u>	<u>84</u>	<u>474</u>
Subtotal	7,152	7,256	7,573	7,054	7,886	7,710	7,771	8,570	8,631	8,767	8,957	50,405
Sewer Capital - CIP Program	<u>980</u>	<u>1,970</u>	<u>1,468</u>	<u>1,565</u>	<u>2,045</u>	<u>2,956</u>	<u>1,900</u>	<u>1,855</u>	<u>735</u>	<u>938</u>	<u>1,010</u>	<u>9,394</u>
<b>Total Expenditures</b>	<b>8,132</b>	<b>9,226</b>	<b>9,041</b>	<b>8,619</b>	<b>9,931</b>	<b>10,666</b>	<b>9,671</b>	<b>10,425</b>	<b>9,366</b>	<b>9,705</b>	<b>9,967</b>	<b>59,799</b>
<b>FUND BALANCE</b>												
Change in Fund Balance <sup>(a)</sup>	1,643	274	1,026	180	(29)	(754)	241	(423)	741	419	359	584
Beginning Balance	<u>5,285</u>	<u>7,827</u>	<u>8,697</u>	<u>4,434</u>	<u>9,723</u>	<u>9,694</u>	<u>8,941</u>	<u>9,182</u>	<u>8,759</u>	<u>9,500</u>	<u>9,919</u>	<u>9,694</u>
<b>Ending Balance</b>	<b>6,928</b>	<b>8,101</b>	<b>9,723</b>	<b>4,614</b>	<b>9,694</b>	<b>8,941</b>	<b>9,182</b>	<b>8,759</b>	<b>9,500</b>	<b>9,919</b>	<b>10,278</b>	<b>10,278</b>
<b>Fund Balance:</b>												
Reserved <sup>(b)</sup> 20% of revenue	1,715	1,854	1,896	1,854	1,854	1,760	1,982	1,982	2,000	2,021	2,025	2,025
Unreserved	<u>5,213</u>	<u>6,247</u>	<u>7,827</u>	<u>2,759</u>	<u>7,840</u>	<u>7,181</u>	<u>7,200</u>	<u>6,776</u>	<u>7,500</u>	<u>7,897</u>	<u>8,253</u>	<u>8,253</u>
<b>Ending Balance</b>	<b>6,928</b>	<b>8,101</b>	<b>9,723</b>	<b>4,614</b>	<b>9,694</b>	<b>8,941</b>	<b>9,182</b>	<b>8,759</b>	<b>9,500</b>	<b>9,919</b>	<b>10,278</b>	<b>10,278</b>

<sup>(a)</sup> Revenues in excess of (less than) expenditures

<sup>(b)</sup> Annual reserve balance requirement equals 20% of the prior year operating revenues.

## ATTACHMENT E-1

### NOTES TO SEWER ENTERPRISE FUND

- 1) King County Metro sewer and Tukwila’s sewer have been split out to present the revenues separately. Metro increases will be passed through to the sewer ratepayers. King County Metro sewer fees will increase 2.51% in 2019 per KC Ordinance No. 18745 and we have factored in potential King County increases for 2020 through 2024.
- 2) No rate increases are proposed for Tukwila sewer. We will continue with the annual rate model review to confirm that the proposed increases are necessary.
- 3) Sewer connection fees for Allentown Phase I and Allentown/Foster Point Phase II.
- 4) King County Metro Sewer treatment fees are passed through to ratepayers.
- 5) City’s basic operation and maintenance costs.
- 6) Includes the Public Works Trust Fund (PWTF) Loan and the 2006 Bond for the Allentown/Foster Point Phase II Sewer Improvement Project.

<b>Sewer Debt Service includes:</b>	<b><u>Expires</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
2004 PWTF Allentown (62%)	7/1/24	\$198,028.61	\$197,067.30
2006 Bond Allentown (62%)	12/31/26	112,385.83	113,843.31
2013 PWTF CBD Sewer Rehab	12/31/33	44,263.00	44,263.00
2018 Public Works Shops (10%)	12/31/38	<u>88,868.00</u>	<u>101,337.00</u>
	<b>Total</b>	<b><u>\$443,545.44</u></b>	<b><u>\$456,510.61</u></b>

- 7) An Interfund Utility Tax was approved in October 2009 for the water, sewer, and surface water utilities. Gross revenues are currently taxed 10% through December 31, 2021.
- 8) The Working Capital Reserve Fund’s policy was updated in 2012 per Resolution No. 1774 to maintain an adequate fund balance in each of the enterprise funds. For the Enterprise Funds, the unrestricted fund balance shall equal or exceed 20% of the previous year’s revenue, exclusive of significant non-operating, non-recurring revenues.
- 9) The Senior Water/Sewer Engineer’s salary and benefits are split evenly between the water department and the sewer department.

#### **Sewer Enterprise Fund**

The City’s Enterprise Funds account for utility operations that are self-supported through user charges. The utilities are financed and operated like a private business enterprise which requires periodic determination of revenues earned; expenses incurred, and net income for capital maintenance, public policy, management control and accountability. The Sewer Fund accounts for operations and capital improvements to provide sanitary sewer to a portion of City residents. Valley View Sewer District also provides sewer in the City.

## ATTACHMENT F

### City of Tukwila

## SURFACE WATER ENTERPRISE FUND

### 2019 - 2024 Analysis in 000's

REVENUES	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019	2020	2021	2022	2023	2024	Total
	+20%	+15%	+5%	+3%		+5%	+3%	+5%	+3%	+5%	+3%	
Annual Billings (Current) <sup>(1)</sup>	5,086	5,851	6,148	6,300	6,347	6,663	6,863	7,206	7,422	7,793	8,027	43,974
Other Revenues	28	298	157	30	50	40	50	50	60	65	70	335
Grants/Bond Proceeds <sup>(2)</sup>	789	147	194	2,656	150	2,367	1,077	3,277	6,148	188	129	13,186
<b>Total Revenues</b>	<b>5,903</b>	<b>6,296</b>	<b>6,499</b>	<b>8,986</b>	<b>6,547</b>	<b>9,070</b>	<b>7,990</b>	<b>10,533</b>	<b>13,630</b>	<b>8,046</b>	<b>8,226</b>	<b>57,495</b>
<b>EXPENDITURES</b>												
Operations & Maintenance	1,909	1,996	2,033	2,139	2,139	2,414	2,330	2,360	2,454	2,552	2,654	14,764
Debt Service <sup>(3)</sup>	316	305	303	303	303	301	300	298	285	283	282	2,031
<i>Debt Service for PW Shops</i>				116	703	220	251	560	560	560	560	2,711
Interfund Utility Tax <sup>(4)</sup> 10%	510	587	617	636	640	670	691	726	748	786	810	4,431
Engineering Labor <sup>(6)</sup>	344	217	208	573	310	590	607	621	640	659	679	3,796
Subtotal	3,079	3,105	3,161	3,767	4,095	4,195	4,179	4,565	4,687	4,840	4,985	27,451
SSWM Capital - CIP Program	2,662	2,117	3,098	4,963	4,406	4,400	2,751	5,504	7,639	2,151	2,202	24,647
<b>Total Expenditures</b>	<b>5,741</b>	<b>5,222</b>	<b>6,259</b>	<b>8,730</b>	<b>8,501</b>	<b>8,595</b>	<b>6,930</b>	<b>10,069</b>	<b>12,326</b>	<b>6,991</b>	<b>7,187</b>	<b>52,098</b>
<b>FUND BALANCE</b>												
Change in Fund Balance <sup>(a)</sup>	162	1,074	240	256	(1,954)	475	1,060	464	1,304	1,055	1,039	5,397
Beginning Balance	2,063	1,252	2,603	2,603	2,999	1,045	1,520	2,580	3,044	4,348	5,403	1,045
<b>Ending Balance</b>	<b>2,225</b>	<b>2,326</b>	<b>2,843</b>	<b>2,859</b>	<b>1,045</b>	<b>1,520</b>	<b>2,580</b>	<b>3,044</b>	<b>4,348</b>	<b>5,403</b>	<b>6,442</b>	<b>6,442</b>

<b>Fund Balance:</b>													
Reserved <sup>(b)</sup> 20% of revenue	834	1,230	1,261	1,266	1,230	—	1,230	1,341	1,383	1,451	1,496	1,572	1,572
Unreserved	1,391	1,096	1,582	1,593	(185)	290	1,239	1,662	2,897	3,907	4,871	4,871	
<b>Ending Balance</b>	<b>2,225</b>	<b>2,326</b>	<b>2,843</b>	<b>2,859</b>	<b>1,045</b>	<b>1,520</b>	<b>2,580</b>	<b>3,044</b>	<b>4,348</b>	<b>5,403</b>	<b>6,442</b>	<b>6,442</b>	

<sup>(a)</sup> Revenues in excess of (less than) expenditures

<sup>(b)</sup> Annual reserve balance requirement equals 20% of the prior year operating revenues.

## ATTACHMENT F-1

### NOTES TO SURFACE WATER ENTERPRISE FUND

- 1) Reflects proposed rate increases of 5% in 2019, 3% in 2020, and 5% and 3% in 2021 through 2024. We will continue with the annual rate model review to confirm that the proposed Surface Water rate increases are necessary.
- 2) The National Pollution Discharge Elimination System (NPDES) permit required by the State Department of Ecology is having a significant impact on the Surface Water fund.
- 3) Potential grants and/or bond revenue. Included is the estimated Department of Ecology grant for NPDES and King County Flood Control District Opportunity grants as well as significant grant funding for the Chinook Wind Project.
- 4) Debt schedule includes PWTF loans and the 2006 Allentown Bond.

<b>Debt Service includes:</b>	<b><u>Expires</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
2004 PWTF Duwamish (15%)	7/01/21	11,770.55	11,712.56
2004 PWTF Cascade View Const.	7/01/24	228,808.47	227,697.75
2004 PWTF Allentown (12%)	7/01/24	38,328.11	38,142.05
2006 Bond Allentown (12%)	12/31/26	21,752.10	22,034.19
2018 Public Works Shops (23%)	12/31/38	<u>219,831.00</u>	<u>50,675.00</u>
	<b>Total</b>	<b><u>\$520,490.23</u></b>	<b><u>\$550,261.55</u></b>

- 5) An Interfund Utility Tax was approved in October 2009 for the water, sewer, and surface water utilities. Gross revenues are currently taxed 10% through December 31, 2021.
- 6) The Working Capital Reserve Fund’s policy was updated in 2012 per Resolution No. 1774 to maintain an adequate fund balance in each of the enterprise funds. For the Enterprise Funds, the unrestricted fund balance shall equal or exceed 20% of the previous year’s revenue, exclusive of significant non-operating, non-recurring revenues.
- 7) Cost of engineering to support capital projects, NPDES, and operation efforts in-house.

#### **Surface Water Enterprise Fund**

The City’s Enterprise Funds account for utility operations that are self-supported through user charges. The utilities are financed and operated like a private business enterprise which requires periodic determination of revenues earned; expenses incurred, and net income for capital maintenance, public policy, management control and accountability. The Surface Water Enterprise Fund accounts for operations and capital improvements for the City’s storm drainage and surface water management function. Surface Water projects are required to meet Federal, State and local mandates. The largest contributor to the surface water enterprise fund is the City of Tukwila.

## ATTACHMENT G

### City of Tukwila

### GOLF ENTERPRISE FUND

#### 2019 - 2024 Analysis in 000's

REVENUES	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019	2020	2021	2022	2023	2024	Total
Excise Tax	4	4	3	4	3	3	4	4	4	4	4	23
Merchandise	128	118	108	129	123	120	120	122	122	124	124	732
Snacks Sales	22	18	15	22	15	15	15	15	15	15	15	90
Green Fees	1,012	992	908	1,133	1,018	1,038	1,087	1,107	1,154	1,154	1,201	6,741
Instruction	10	4	3	12	3	3	3	3	3	3	3	18
Interest Earnings	1	2	4	1	1	1	1	1	1	1	1	6
Rentals (Clubs & Pull Carts)	13	14	16	13	15	16	16	16	16	16	16	96
Rentals (Riding Carts)	186	172	152	190	180	180	185	185	190	190	195	1,125
Concession Proceeds	100	94	96	106	106	110	110	110	110	112	115	667
Other - Rewards Program	7	8	9	7	10	8	7	7	7	7	8	44
<b>Subtotal Revenues</b>	<b>1,483</b>	<b>1,426</b>	<b>1,314</b>	<b>1,617</b>	<b>1,474</b>	<b>1,494</b>	<b>1,548</b>	<b>1,570</b>	<b>1,622</b>	<b>1,626</b>	<b>1,682</b>	<b>9,542</b>
General Fund Contribution	300	300	300	300	300	300	300	300	300	300	300	1,800
<b>Total Revenues</b>	<b>1,783</b>	<b>1,726</b>	<b>1,614</b>	<b>1,917</b>	<b>1,774</b>	<b>1,794</b>	<b>1,848</b>	<b>1,870</b>	<b>1,922</b>	<b>1,926</b>	<b>1,982</b>	<b>11,342</b>
<b>EXPENDITURES</b>												
Golf Maintenance	862	882	851	1,002	904	910	932	960	989	1,018	1,049	5,858
Pro Shop Operations	663	631	591	590	597	615	631	650	669	690	710	3,965
Golf Capital - CIP Program	0	0	16	50	26	50	50	50	50	50	50	300
Subtotal	1,525	1,513	1,458	1,642	1,527	1,575	1,613	1,660	1,708	1,758	1,809	10,123
Admissions Tax to General Fun	60	59	54	60	59							-
Indirect Cost Allocation <sup>(5)</sup>	174	177	181	184	184	190	197	201	206	210	215	1,219
<b>Total Expenditures</b>	<b>1,759</b>	<b>1,749</b>	<b>1,693</b>	<b>1,886</b>	<b>1,770</b>	<b>1,765</b>	<b>1,810</b>	<b>1,861</b>	<b>1,914</b>	<b>1,968</b>	<b>2,024</b>	<b>11,342</b>
<b>FUND BALANCE</b>												
Change in Fund Balance <sup>(a)</sup>	24	(23)	(79)	31	4	29	38	9	8	(42)	(42)	0
Pior Perior Operating AJ (GASB-68)												
Beginning Balance	715	142	118	39	636	640	669	707	716	724	682	640
<b>Ending Balance</b>	<b>739</b>	<b>119</b>	<b>39</b>	<b>70</b>	<b>640</b>	<b>669</b>	<b>707</b>	<b>716</b>	<b>724</b>	<b>682</b>	<b>640</b>	<b>640</b>
<b>Fund Balance:</b>												
Reserved <sup>(b)</sup> 20% of revenue	281	297	285	297	297	295	299	310	314	324	325	336
Unreserved	458	(178)	(246)	(227)	343	374	408	406	410	358	315	304
<b>Ending Balance</b>	<b>739</b>	<b>119</b>	<b>39</b>	<b>70</b>	<b>640</b>	<b>669</b>	<b>707</b>	<b>716</b>	<b>724</b>	<b>682</b>	<b>640</b>	<b>640</b>

<sup>(a)</sup> Revenues in excess of (less than) expenditures

<sup>(b)</sup> Annual reserve balance requirement equals 20% of the prior year operating revenues.

## ATTACHMENT G-1

### NOTES TO GOLF ENTERPRISE FUND

- 1) Green Fees and Instruction are expected to increase modestly as a function of both increased instruction for new and young players and periodic greens fee increases. This model allows for a slight growth in golf rounds and includes an increase in green fees every two years to keep current with the market.
- 2) The Golf Course's share of general obligation bond 2003 was assumed by a governmental fund in 2011.
- 3) General Fund Contribution is the portion of the City's sales tax revenue that will be transferred to the 411 Golf fund to cover Admission tax, Indirect Cost Allocation, and Working Capital Reserves.
- 4) Operations and Maintenance does not include the Parks and Recreation's Director's 25% of salary and benefits. The Golf Maintenance building is covered 50%/50% between Golf and the Parks Department.
- 5) Indirect Cost Allocation will be calculated on an annual basis.
- 6) The Working Capital Reserve Fund's policy was updated in 2012 per Resolution No. 1774 to maintain an adequate fund balance in each of the Enterprise Funds. For the Enterprise Funds, the unrestricted fund balance shall equal or exceed 20% of the previous year's revenue, exclusive of significant non-operating, non-recurring revenues.

#### **Golf Enterprise Fund**

The City's Enterprise Funds account for operations that are self-supported through user charges. The funds are financed and operated like a private business enterprise which requires periodic determination of revenues earned, expenses incurred, and net income for capital maintenance, public policy, management control and accountability. The Golf Enterprise Fund accounts for operation, maintenance, debt service and improvements of the municipal golf facility. The difference between the other utility enterprise funds is that Golf has voluntary users as opposed to involuntary users of the water, sewer, and surface water funds.

**2019 – 2020 BIENNIAL BUDGET  
APPENDICES**

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## **FINANCIAL POLICIES**

The City's Financial Policies are intended to serve as a Council-approved set of values and expectations for Council Members, City staff, citizens and other interested parties who may do business with the City. The use of the term "City" refers to all City officials and staff who are responsible for the activities to carry out these policies. The policies describe expectations for financial planning, budgeting, accounting, reporting and other management practices. They have been prepared to assure prudent financial management and responsible stewardship of the City's financial and physical resources. The policies are reviewed on a regular basis and updated as needed. The latest revision of the financial policies can be found in Resolution No. 1953, approved in December 2018.



# City of Tukwila

Washington

Resolution No. 1953

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, ADOPTING THE 2019-2024 FINANCIAL PLANNING MODEL AND THE CAPITAL IMPROVEMENT PROGRAM FOR GENERAL GOVERNMENT AND THE CITY'S ENTERPRISE FUNDS.**

**WHEREAS**, when used in conjunction with the biennial City budget, the Capital Improvement Program (CIP) and the Financial Planning Model for the period of 2019-2024 are resource documents to help plan directions the City will consider for the future; and

**WHEREAS**, the Financial Planning Model and Capital Improvement Program are not permanent fixed plans, but are guidelines or tools to help reflect future goals and future resources at the time budgets are being planned; and

**WHEREAS**, the commitment of funds and resources can only be made through the budget process;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:**

**Section 1.** The City Council hereby adopts the 2019-2024 Financial Planning Model and accompanying Capital Improvement Program, incorporated by this reference as if fully set forth herein.

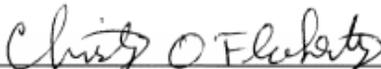
**Section 2.** A copy of the 2019-2024 Financial Planning Model and accompanying Capital Improvement Program shall be kept on file electronically by the City Clerk and accessible from the City's website in accordance with Washington State records retention schedule requirements and City policy, and shall be made available to the public upon request.

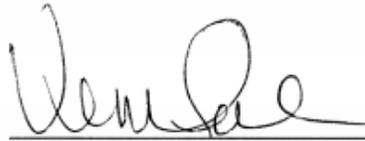
**Section 3.** The assumptions, revenues and expenditures will be reviewed and updated biennially, or as necessary, by the City Council.

**Section 4.** The detail of Capital Improvement Program projects will be reflected in the published Financial Planning Model and Capital Improvement Program 2019-2024.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Regular Meeting thereof this 3rd day of December, 2018.

ATTEST/AUTHENTICATED:

  
Christy O'Flaherty, MMC, City Clerk

  
Verna Seal, Council President

APPROVED AS TO FORM BY:

  
Rachel B. Turpin, City Attorney

Filed with the City Clerk: 11-28-18  
Passed by the City Council: 12-3-18  
Resolution Number: 1953

**Financial Planning Model Policies**

The Six-Year Financial Planning Model and Capital Improvement Program is the primary financial policy document. It represents the culmination of all financial policies.

**Revenues**

Policy FP-1 – Revenues will be estimated on a conservative basis. Increases greater than inflation in the schedule known as 6-Year Financial Plan – General Fund Revenues and Expenditures will require additional documentation.

Policy FP-2 –Major revenue sources will require explanation in the document known as Notes to 6-Year Financial Plan – Revenues, Expenditures and Fund Balance.

**Operations & Maintenance Expenditures**

Policy FP-3 – Expenditures for the General Fund operations (schedule known as General Fund Maintenance and Operations Detail) will only include basic inflationary increases at the beginning of the budget preparation process. Proposed increases in programs or personnel will require an issues and options paper and Council approval before being added to the operating expenditures estimate.

**Capital Expenditures**

Policy FP-4 – Project capital grants with local matching requirements can only be applied for with express approval by the City Council. Grant applications shall be made only for projects listed in the six-year Capital Improvement Program, although exceptions can be made with approval by the appropriate City Council Committee.

Policy FP-5 – If the proposed grants or mitigation are either not funded or are reduced, the respective project will be re-evaluated on the basis of its value and priority level placement in the Capital Improvement Program.

Policy FP-6 – The financing of limited benefit capital improvements (i.e. private development) should be borne by the primary beneficiaries of the improvement. The principle underlying limited benefit is that the property is peculiarly benefited and therefore the owners do not in fact pay anything in excess of what they receive by reason of such improvement.

Policy FP-7 – For the purpose of compliance with Tukwila Municipal Code Section 3.32.040, “Unbudgeted Equipment or Fixed Assets,” “unbudgeted” shall mean when a department’s capital asset line item has insufficient budget for the desired purchase. Capital equipment or fixed asset purchases between \$5,000 - \$39,999 are not subject to TMC 3.32.040 and do not require Council Committee approval if there is sufficient budget, unless there is a policy implication.

### **Enterprise Funds**

Policy FP-8 – Each Enterprise Fund shall be reviewed annually and it must have a rate structure adequate to meet its operations & maintenance and long-term capital requirements.

Policy FP-9 – Rate increases should be small, applied frequently, and staggered to avoid an overly burdensome increase and undue impact in any given year.

Policy FP-10 – Rate increases of external agencies (i.e. King County secondary wastewater treatment fees) will be passed through to the users of the utility.

### **Other General Financial Policies**

Policy GF-1 – The City’s various user charges and fees shall be reviewed at least every two years for proposed adjustments based on services provided and comparisons with other jurisdictions.

Policy GF-2 – The Finance Director shall provide a financial status update at least quarterly.

Policy GF-3 – Budget amendments during the year may be approved by budget motion until the end of the budget year, at which time a formal comprehensive budget amendment is submitted.

Policy GF-4 – The City shall, whenever practical and advantageous, take advantage of grants, loans, or other external financing sources. With the exception of capital improvement program grants requiring a local match, staff shall report to and seek the approval of the appropriate council committee before finalizing the grant.

Policy GF-5 – Funds exceeding the Mayor’s allocated signature authority shall not be moved between City departments without prior approval of the City Council.

Police GF-6 – The City Council shall receive an updated list of all contracts every quarter, including the amount, responsible department, scope of work, and expiration date.

### **CAPITAL IMPROVEMENT PROGRAM POLICIES**

- 1) Utility rates should be structured to ensure adequate infrastructure development and replacement.
- 2) Late-comer agreements (where appropriate) shall be considered an acceptable means of funding capital projects, improvements and replacements, in whole or in part.
- 3) Infrastructure improvements such as water reuse should consider conservation of resources such as water and electricity.
- 4) For City-scheduled projects located on residential streets, the City will evaluate for inclusion the costs of undergrounding the overhead utilities that exist within the right-of-way.
- 5) Right-of-way agreements for cable and electrical services should be utilized to discourage excessive wiring throughout the City.
- 6) Donation of the property needed for rights-of-way and easements shall be pursued.
- 7) Residential street designs will follow basic designs for arterials, collectors, and local access streets. Designs to accommodate individual properties shall be avoided.
- 8) The City strongly encourages design of connecting streets.
- 9) Residential streets with safety issues, high traffic volumes, high pedestrian activity and poor roadway conditions will be considered the highest priority projects.
- 10) A majority of citizens on a street may petition the City to set up a Local Improvement District (LID) to pay for residential street improvement projects, sidewalks and undergrounding of utilities. The City will evaluate the possibility of paying for the design, preliminary engineering, construction engineering, and LID formulation. The residents will pay for undergrounding utilities in the street, undergrounding from the street to their house, the actual construction costs, and for any improvements on private property such as rockeries, paved driveways, or roadside plantings.
- 11) Capital improvements shall be coordinated, whenever feasible, with related improvements of other jurisdictions.
- 12) Capital Improvement Program (CIP) projects shall, whenever possible, take advantage of grants, loans or another financing external to the City. Staff shall obtain approval from the appropriate committee before applying for grants, and the Committee Chair shall report for approval the proposed applications to the full Council. Grant applications shall be made only for projects listed in the six-year Capital Improvement Program. Staff shall also get approval from the full Council before accepting grants.
- 13) Current arterial street improvements determined in the six-year CIP may be funded through a LID or financing external to the City. The City may participate using operating revenues, grants

or bonds based on health and safety needs or public benefit. The City may participate in the funding by financing the preliminary engineering design and professional service costs associated with planning and creating the LID.

- 14) Street and road improvement projects on slopes will include roadside plantings wherever feasible to help mitigate the land used for roadway and sidewalk improvements.
- 15) The first ¼-cent real estate transfer tax shall be dedicated to park and open space land acquisition. The second ¼-cent tax shall be used for arterial streets along with the parking tax.
- 16) Non-transportation capital projects and improvements (i.e. new community center) shall be funded by operating revenues, grants or bonds as determined in the six-year Financial Planning Model.
- 17) A dedicated facility replacement fund will be used to help pay for future facilities.
- 18) Transportation improvements will be coordinated with related improvements such as utility, landscaping, sidewalks, etc.
- 19) No capital improvement projects located outside the city limits will be approved without specific City Council approval.
- 20) Policies will be reviewed annually and in concert with the adoption of growth management policies to ensure continuity.
- 21) Street and road improvement projects shall be evaluated for the inclusion of features that support the Walk and Roll Plan in order to encourage walking, bicycling, and transit use.
- 22) Transportation impact fees shall be collected so that “growth may pay for growth” and growth-caused improvements may be constructed.

The 2019-2020 Biennial Budget incorporates the first two years of the Capital Improvement Program.

Tukwila’s Ordinance No. 2413 adopted the City’s 2015 Comprehensive Plan for Capital Facilities (Element 14), which includes goals and policies intended for adequate levels of service for the General Government and Enterprise funds over the next 20 years.

DEBT POLICY



# City of Tukwila

Washington

Resolution No. 1840

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, ADOPTING A DEBT POLICY AND PROVIDING FOR APPROPRIATE MANAGEMENT OF DEBT ISSUED BY THE CITY OF TUKWILA.**

**WHEREAS**, a debt policy and appropriate management of debt issued by the City is an important factor in measuring the City's financial performance and condition; and

**WHEREAS**, proper use and management of borrowing can yield significant advantages; and

**WHEREAS**, the use of debt is a mechanism to equalize costs of needed improvements to both present and future citizens; and

**WHEREAS**, it is the responsibility of the City Council of the City of Tukwila to provide policy direction through the passage of motions and ordinances, adoption of resolutions, and final approval of the budget; and

**WHEREAS**, a debt policy establishes the purpose, type, and use of debt; responsibilities of various City officials; method of sale of bonds; refundings (bonds or notes); structural elements; credit objective; and the use of professional and other service providers;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:**

**Section 1.** The debt policy dated August 2014, attached hereto as "Exhibit A," is hereby adopted by this reference as if set forth in full.

**Section 2.** The debt policy shall be reviewed on a regular basis and updated as necessary.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Regular Meeting thereof this 2nd day of September, 2014.

ATTEST/AUTHENTICATED:

Christy O'Flaherty  
Christy O'Flaherty, MMC, City Clerk

De'Sean Quinn  
De'Sean Quinn, Council President

APPROVED AS TO FORM BY:

Christy O'Flaherty  
Rachel Turpin, City Attorney

Filed with the City Clerk: 8-21-14  
Passed by the City Council: 9-2-14  
Resolution Number: 1840

## CITY OF TUKWILA DEBT POLICY

A debt policy and appropriate management of debt issued by the City of Tukwila (the "City") is an important factor in measuring its financial performance and condition. Proper use and management of borrowing can yield significant advantages. From a policy perspective, the City uses debt as a mechanism to equalize the costs of needed improvements to both present and future citizens.

### SECTION 1. PURPOSE, TYPE AND USE OF DEBT

In the issuance and management of debt, the City shall comply with the Washington State constitution and with all other applicable legal requirements imposed by federal, state and local laws, rules and regulations. Approval from the City Council (the "Council") is required prior to the issuance of all debt. Long-term debt will only be used for improvements that cannot be financed from current revenues or to fulfill the purposes set forth in the first paragraph of this Debt Policy (the "Policy").

Long-term debt will only be issued after reviewing the impact on the Six Year Financial Planning Model and its policy guidelines. When both tax exempt and taxable debt is under consideration, priority will be given to issuing the tax exempt debt, unless otherwise justified.

**Limited Tax General Obligation (LTGO) Bonds.** The City is authorized to sell LTGO bonds under RCW 39.36.020, subject to the approval of the Council. LTGO bonds will be issued only if: (1) a project requires funding not available from alternative sources; (2) the project has a useful life longer than five years, and the Council determines it is appropriate to spread the cost over that useful life, to achieve intergenerational equity, so those benefiting will also be the ones paying; (3) matching money is available which may be lost if not applied for in a timely manner; or (4) emergency conditions exist as determined by the Council. LTGO (non-voted) debt of the City shall not exceed an aggregate total of 1.5 percent of the City's assessed value of taxable property within the City.

**Unlimited Tax General Obligation (UTGO) Bonds.** The City is authorized to sell UTGO bonds under RCW 39.36.020, subject to the approval of the Council, and subject to voter approval. UTGO debt will be used for capital purposes when the use of an excess tax levy is necessary for debt service payments. No combination of UTGO (voter approved) debt and LTGO debt of the City shall exceed an aggregate total of: (a) 2.5 percent of the City's assessed value of the taxable property within the City for general purposes; (b) 2.5 percent of the City's assessed value of the taxable property within the City for parks, open spaces and capital facilities associated with economic development; and (c) 2.5 percent of the City's assessed value of the taxable property within the City for utility purposes.

**Revenue Bonds.** The City is authorized to sell revenue bonds under RCW 35.41.030, subject to the approval of the Council. Revenue bonds will be issued to finance the acquisition, construction or improvements to facilities of enterprise systems operated by the City, in accordance with a system and plan of improvements. The enterprise system must be legally authorized for operation by the City. There are no legal limits to the amount of revenue bonds the City can issue, but the City will not incur revenue obligations without first ensuring the

ability of an enterprise system to meet all pledges and covenants customarily required by investors in such obligations during the term of the obligation.

**Local Improvement District Bonds.** The City is authorized to sell local improvement district (special assessment) bonds ("LID bonds") under RCW 35.45.010, subject to the approval of the Council. LID bonds are issued to finance projects that will provide special benefit to certain property owners. The specially benefiting property owners are levied an assessment, based upon a formula developed to fairly reflect the benefit received by each property owner in the local improvement district. After consideration and review, the City may form local improvement districts upon petition of benefiting property owner(s), unless the Council determines to establish such districts by resolution, pursuant to statutory authority. LIDs for utility improvements may be authorized as ULIDs, which may be financed through issuance of Revenue Bonds.

**Lease Purchase Financing.** Lease purchase financing may be used when the cost of borrowing or other factors make it in the City's best interest.

**Short-Term Debt.** The City is authorized to incur short-term debt under chapter 39.50 RCW, subject to the approval of the Council. Short-term debt may be issued to meet: (1) the immediate financing needs of a project for which long-term financing has been identified and is likely or secured but not yet received; or (2) cash flow needs within authorized budgets and anticipated receipts for the budget year.

The Finance Director is authorized to make loans from one City fund to another City fund for periods not exceeding twelve months. The Finance Director or designee is required to assure that the loaning fund will have adequate cash balances to continue to meet current expenses after the loan is made and until repayment from the receiving fund. All interfund short-term borrowing will bear interest based upon prevailing Local Government Investment Pool rates.

## SECTION 2. RESPONSIBILITIES

The primary responsibility for debt management rests with the City's Finance Director.

***The Finance Director shall (or shall cause the following to occur):***

- Provide for the issuance of debt at the lowest cost and risk;
- Determine the available debt capacity;
- Provide for the issuance of debt at appropriate intervals and in reasonable amounts as required to fund approved projects;
- Recommend to the Council the manner of sale of debt;
- Monitor opportunities to refund debt and recommend such refunding as appropriate;
- Comply with all Internal Revenue Service (IRS), Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB) rules and regulations governing the issuance of debt pursuant to the City's Post Issuance Compliance Policy;
- Provide information for and participate in the preparation and review of bond offering or disclosure documents;
- Comply with all terms, conditions and disclosures required by Ordinances governing the debt issued;
- Submit to the Council all recommendations to issue debt;

- Distribute to appropriate repositories, such as the EMMA repository managed by the Municipal Securities Rulemaking Board, information regarding financial condition and affairs at such times and in the form required by contract, regulation and general practice, including Rule 15c2-12 regarding continuing disclosure;
- Provide for the distribution of pertinent information to rating agencies;
- Coordinate and lead presentations to rating agencies, when appropriate;
- Maintain a database with all outstanding debt;
- Apply and promote prudent fiscal practices;
- Select a qualified financial advisor with experience in municipal finance in Washington, and registered with the SEC and MSRB as a “municipal advisor,” and
- Account for and pay all bonded indebtedness for the City , by specifically providing for the timely payment of principal of and interest on all debt; and ensuring that the fiscal agent receives funds for payment of debt service on or before the payment date.

***The Council shall:***

- Approve the Debt Policy;
- Approve indebtedness;
- Approve budgets sufficient to provide for the timely payment of principal and interest on debt;
- Determine the most appropriate financing plan for proposed debt, based on recommendation from the Finance Director, upon advice of the City’s financial advisor; and
- By Ordinance, delegate broad or limited authority to the Finance Director relative to execution of a financing plan approved by the Council.

**SECTION 3: METHOD OF SALE OF BONDS**

***Competitive Sale.*** The Finance Director may, upon the advice of the City's financial advisor, submit to the Council a recommendation to sell debt on a competitive bid basis. City debt issued on a competitive bid basis will be sold to the bidder proposing the lowest true interest cost to the City. Such bid may take the form of electronically transmitted offers to purchase the bonds.

***Negotiated Sale.*** The Finance Director may, upon the advice of the City's financial advisor, submit to the Council a recommendation to sell debt on a negotiated basis. If debt is sold on a negotiated basis, the negotiations of terms and conditions shall include, but not be limited to, prices, interest rates, redemption provisions and underwriting compensation. The Finance Director, with the assistance of its financial advisor, shall evaluate the terms offered by the underwriter including comparison of terms with prevailing terms and conditions in the marketplace for comparable issues. If more than one underwriter is included in the negotiated sale of debt, the Finance Director shall establish appropriate levels of liability, participation and priority of orders and, with the assistance of its financial advisor, oversee the bond allocation process.

***Private or Direct Placement.*** When deemed appropriate to minimize the direct or indirect costs and risks of a debt issue, the Finance Director will, upon the advice of the City's financial advisor, submit to the Council a request to incur debt issue through a private placement or direct bank placement.

## SECTION 4. REFUNDING BONDS OR NOTES

Refundings will be conducted in accordance with chapter 39.53 RCW. Unless otherwise justified, the City will refinance debt to either achieve debt service savings as market opportunities arise, or to eliminate restrictive covenants.

Unless otherwise justified, an "advance refunding" transaction will require a present value savings of five percent of the principal amount of the debt being refunded. In addition to the savings, any determination to refund debt should take into consideration all costs and negative arbitrage in the refunding escrow.

A "current refunding" transaction will require present value savings in an amount or percentage to be determined by the Finance Director based upon the advice of the City's financial advisor.

## SECTION 5. STRUCTURAL ELEMENTS

**Maturity Term.** The City shall issue debt with an average life less than or equal to the average life of the assets being financed. Unless otherwise stated in law, the final maturity of the debt shall be no longer than 40 years (RCW 39.46.110).

**Debt Service Structure.** Unless otherwise justified and deemed necessary, debt service should be structured on a level annual basis. Refunding bonds should be structured to produce debt service savings as determined by the Finance Director, based upon the advice of the City's financial advisor, to be in the best interest of the City. Unless specifically justified and deemed necessary, debt shall not have capitalized interest. If appropriate, debt service reserve funds may be used for revenue bonds.

**Maturity Structure.** The City's long-term debt may include serial and term bonds. Unless otherwise justified, term bonds should be sold with mandatory sinking fund requirements.

**Price Structure.** The City's long-term debt may include par, discount and premium bonds. Discount and premium bonds must be demonstrated to be advantageous relative to par bond structures, given applicable market conditions and the City's financing goals.

**Interest Payments.** Unless otherwise justified and deemed necessary, long-term debt will bear interest payable semiannually.

**Redemption Features.** For each transaction, the City shall evaluate the costs and benefits of call provisions.

**Capitalization.** Debt service reserves may be capitalized for enterprise activities only. Costs of issuance may be capitalized for all debt. Interest costs may be capitalized upon the advice of the City's financial advisor for any type of debt.

**Bond Insurance.** The City may evaluate the costs and benefits of bond insurance or other credit enhancements. Any credit enhancement purchased by the City shall be competitively procured unless otherwise justified.

**Tax-exemption.** Unless otherwise justified and deemed necessary, the City shall issue its debt on a tax-exempt basis. Taxable debt may be justified based on a need for flexibility in use of proceeds, or when expected to reduce burdens relative to IRS rules.

## **SECTION 6. CREDIT OBJECTIVE**

The City shall seek to maintain and improve its bond rating or ratings, as applicable.

## **SECTION 7. USE OF PROFESSIONALS AND OTHER SERVICE PROVIDERS**

**Bond Counsel.** All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the debt, and that all statutory requirements have been met. The bond counsel opinion and other documents relating to the issuance of debt will be prepared by nationally recognized bond counsel with extensive experience in public finance and tax issues. Bond counsel will be appointed by the Finance Director consistent with the City's general authority to contract. .

**Financial Advisor.** The Finance Director will appoint a financial advisor for each debt issue, or for a specified term, consistent with the City's general authority to contract. The financial advisor shall be nationally recognized, have comprehensive municipal debt experience, including debt structuring and pricing of municipal securities, be registered as a "municipal advisor" with the MSRB and SEC, and have knowledge of State laws relating to City finances. The City financial advisor is to be available for general purposes, and will assist the City with all financing issues. *In no case shall the financial advisor serve as underwriter for the City's debt issues.*

**Underwriter.** The Finance Director in consultation with the City's financial advisor will select an underwriter for any negotiated sale of bonds. The selection of an underwriter may be for an individual bond issue, series of financings or a specified time period, as determined by the Finance Director. Depending upon the nature and amount of each financing, the Finance Director is authorized, in consultation with the City's financial advisor, to appoint more than one underwriter for each financing and to designate one underwriting firm as the managing underwriter.

**Other Service Providers.** Professional services such as verification agent, escrow agent or rebate analyst shall be appointed by the Finance Director in consultation with the City's financial advisor and/or bond counsel.

**Other City Policies and Procedures.** The City shall comply with its Post-Issuance Tax Compliance Policy, and shall provide the appropriate department heads and staff with educational opportunities to ensure they are aware of requirements that may pertain to bond financed facilities and assets relating to their duties.

## **SECTION 8. POST-ISSUANCE COMPLIANCE PROCEDURES**

### **Continuing Disclosure Obligations for All Bonds**

**Purpose.** At the time of issuance of any Bonds, regardless of tax status, the City is required to enter into a Continuing Disclosure Undertaking (“Undertaking”) in order to allow the underwriter of the Bonds to comply with Securities and Exchange (“SEC”) Rule 15(c)2-12. The Undertaking is a contract between the City and the underwriter in which the City agrees to provide certain information to an “information repository” operated by the Municipal Securities Rulemaking Board (“MSRB”) to ensure investors have access to annual updates and related events that occur during the year.

**Responsibility for Undertaking.** The Finance Director is responsible for negotiating the terms of and complying with each of the City’s Undertakings. The Finance Director will negotiate the terms of the Undertaking at the time of each bond issuance, with a goal of meeting the requirements of Rule 15(c)2-12, without undue burden on the City. The Finance Director will strive to ensure that each Undertaking is similar to prior Undertakings to the extent possible, to simplify future compliance.

**Compliance with Undertaking.** The Finance Director will have responsibility for ensuring compliance with each Undertaking, which activities may be delegated to staff within the finance department. This will require certain annual filings, by a set due date, as well as periodic filings as certain specified events arise. Filings are to be made through the Electronic Municipal Market Access (“EMMA”) portal, managed by the MSRB. The Finance Director is responsible for knowing the terms of the City’s Undertakings, and ensuring appropriate staff within the finance department and other departments of the City are aware of the events that may require a filing.

**Certification of Compliance.** At the time of each subsequent bond issue, the Finance Director is responsible for reviewing all prior compliance, and providing a statement as to that prior compliance, as required by Rule 15(c)2-12. Each official statement will include a statement that describes compliance (or non-compliance) with each prior undertaking, which statement will be certified by the Finance Director.

## Compliance Relating to Tax Exempt Bonds

**Purpose.** The purpose of these post-issuance compliance procedures (“Compliance Procedures”) for tax-exempt bonds and other obligations issued by the City for which federal tax exemption is provided by the Internal Revenue Code of 1986, as amended (the “Code”), is to facilitate compliance by the City with the applicable requirements of the Code that must be satisfied after the issue date of the bonds to maintain the tax exemption for the bonds after the issue date.

**Responsibility for Monitoring Post-Issuance Tax Compliance.** The City Council of the City has the overall, final responsibility for monitoring whether the City is in compliance with post-issuance federal tax requirements for the City’s tax-exempt bonds. However, the City Council has delegated the primary operating responsibility to monitor the City’s compliance with post-issuance federal tax requirements for the City’s bonds to the Finance Director and has authorized and directed the Finance Director of the City to adopt and implement on behalf of the City these Compliance Procedures.

**Arbitrage Yield Restriction and Rebate Requirements.** The Finance Director will maintain or cause to be maintained records of:

- (a) purchases and sales of investments made with bond proceeds (including amounts treated as “gross proceeds” of bonds under section 148 of the Code) and receipts of earnings on those investments;
- (b) expenditures made with bond proceeds (including investment earnings on bond proceeds) in a timely and diligent manner for the governmental purposes of the bonds, such as for the costs of purchasing, constructing and/or renovating property and facilities;
- (c) information showing, where applicable for a particular calendar year, that the City was eligible to be treated as a “small City” in respect of bonds issued in that calendar year because the City did not reasonably expect to issue more than \$5,000,000 of tax-exempt bonds in that calendar year;
- (d) calculations that will be sufficient to demonstrate to the Internal Revenue Service (“IRS”) upon an audit of a bond issue that, where applicable, the City has complied with an available spending exception to the arbitrage rebate requirement in respect of that bond issue;
- (e) calculations that will be sufficient to demonstrate to the IRS upon an audit of a bond issue for which no exception to the arbitrage rebate requirement was applicable, that the rebate amount, if any, that was payable to the United States of America in respect of investments made with gross proceeds of that bond issue was calculated and timely paid with Form 8038-T timely filed with the IRS; and
- (f) information and records showing that investments held in yield-restricted advance refunding or defeasance escrows for bonds, and investments made with unspent bond proceeds after the expiration of the applicable temporary period, were not invested in higher-yielding investments.

***Restrictions on Private Business Use and Private Loans.*** The Finance Director will adopt procedures calculated to educate and inform the principal operating officials of those departments, including utility departments, if any, of the City (the “users”) for which land, buildings, facilities and equipment (“property”) are financed with proceeds of tax-exempt bonds about the restrictions on private business use that apply to that property after the bonds have been issued, and of the restriction on the use of proceeds of tax-exempt bonds to make or finance any loan to any person other than a state or local government unit. In particular, following the issuance of bonds for the financing of property, the Finance Director shall provide to the users of the property a copy of these Compliance Procedures and other appropriate written guidance advising that:

- (a) “private business use” means use by any person other than a state or local government unit, including business corporations, partnerships, limited liability companies, associations, nonprofit corporations, natural persons engaged in trade or business activity, and *the United States of America and any federal agency*, as a result of ownership of the property or use of the property under a lease, management or service contract (except for certain “qualified” management or service contracts), output contract for the purchase of electricity or water, privately sponsored research contract (except for certain “qualified” research contracts), “naming rights” contract, “public-private partnership” arrangement, or any similar use arrangement that provides special legal entitlements for the use of the bond-financed property;
- (b) under section 141 of the Code, no more than 10% of the proceeds of any tax-exempt bond issue (including the property financed with the bonds) may be used for private business

use, of which no more than 5% of the proceeds of the tax-exempt bond issue (including the property financed with the bonds) may be used for any “unrelated” private business use—that is, generally, a private business use that is not functionally related to the governmental purposes of the bonds; and no more than *the lesser* of \$5,000,000 or 5% of the proceeds of a tax-exempt bond issue may be used to make or finance a loan to any person other than a state or local government unit;

- (c) before entering into any special use arrangement with a nongovernmental person that involves the use of bond-financed property, the user must consult with the Finance Director, provide the Finance Director with a description of the proposed nongovernmental use arrangement, and determine whether that use arrangement, if put into effect, will be consistent with the restrictions on private business use of the bond-financed property;
- (d) the Finance Director is to communicate with the City’s bond counsel and/or financial advisor relative to any proposed change in use or special use arrangement that may impact the status of the bonds, before entering into such agreement.

RESERVE POLICY



City of Tukwila

Washington

Resolution No. 1919

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, REVISING THE PREVIOUSLY ADOPTED FINANCIAL RESERVE POLICY TO ELIMINATE THE EFFECTS OF GASB 68 FOR PURPOSES OF CALCULATING THE UNRESTRICTED BALANCES OF THE ENTERPRISE FUNDS; AND REPEALING RESOLUTION NO. 1861.

WHEREAS, for the well-being and sustainability of the community, its residents, and businesses, it is important that the City of Tukwila be prepared to respond to any and all situations that could result in a risk and/or crisis to the City's finances including, but not limited to, revenue shortfalls and unanticipated expenditures; and

WHEREAS, it is the responsibility of the City Council of the City of Tukwila to provide policy direction for the City's biennial budget through the passage of motions and ordinances, adoption of resolutions, and final approval of said budget; and

WHEREAS, a financial reserve policy establishes, attains, and restores minimum fund balances, including self-insured health care reserve funds, and specifies review and reporting of such; and

WHEREAS, beginning in 2015 the City was required to implement Governmental Accounting Standards Board Statement 68 (GASB 68) related to accounting and reporting for pension plans; and

WHEREAS, it is the responsibility of the City to report the effects of GASB 68 in the Comprehensive Annual Financial Report (CAFR), even though the effects are not a current liability of the City; and

WHEREAS, the City desires to eliminate the effects of GASB 68 for purposes of calculating the unrestricted balances of the Enterprise Funds;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. Minimum Fund Balances.

A. At the close of each fiscal year, the General Fund unassigned balance shall equal or exceed 18% and the Contingency Fund reserve balance shall equal or exceed 10% of the previous year General Fund revenue, exclusive of significant non-

operating, non-recurring revenues such as real estate sales or transfers in from other funds.

B. At the close of each fiscal year, the unrestricted balances of the Enterprise Funds shall equal or exceed 20% of the previous year revenue, exclusive of the effects of GASB Statement 68, as well as significant non-operating, non-recurring revenues such as real estate sales, transfers in from other funds or debt proceeds.

C. Use or draw down of minimum balances shall occur only upon recommendation of City Administration and approval by City Council through a resolution. Should use or draw down occur, the City Administration shall establish a plan, no later than the end of the fiscal year following the year of decline, to restore the fund balance to the prescribed minimum level. The plan shall be presented to and approved by the City Council.

**Section 2. One-time Revenue Reserve.** A One-time Revenue Reserve shall be established and maintained in the Contingency Fund. The One-time Revenue Reserve shall be credited annually with 10% of the prior year one-time revenues to the extent General Fund surplus for the year is sufficient to cover the reserve funding. Use of the reserve shall occur only upon recommendation by City Administration and approval by City Council through a resolution.

**Section 3. Self-insured Health Care Funds.** The City shall maintain a reserve in each of its self-insured health care funds in an amount equal to 1.5 times, or 150%, of the actuarially determined IBNR (incurred but not reported) balance. Use of the reserve shall occur only upon recommendation by City Administration and approval by City Council through a resolution.

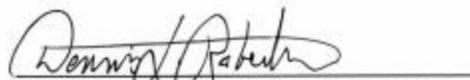
**Section 4.** A report showing compliance with the Financial Reserve Policy shall be provided to the City Council on an annual basis, no later than July 1 of each year.

**Section 5. Repealer.** Resolution No. 1861 is hereby repealed.

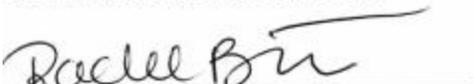
PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Regular Meeting thereof this 20<sup>TH</sup> day of November, 2017.

ATTEST/AUTHENTICATED:

  
Christy O'Flaherty, MMC, City Clerk

  
Dennis Robertson, Council President

APPROVED AS TO FORM BY:

  
Rachel B. Turpin, City Attorney

Filed with the City Clerk: 11-15-17  
Passed by the City Council: 11-20-17  
Resolution Number: 1919

**CLASSIFICATION OF EXPENDITURES BY OBJECT**

**OBJECT** – Is used to classify expenditures into the appropriate accounting bucket. This term applies to the item purchased or the service obtained for the City.

Fund	Dept	BaSub	Element	Object	Sub-Object
xxx	xx	xxx	xxx	xx	xx

**Object Codes Defined:**

**10 Salaries and Wages** – Amounts paid for personal services rendered by employees in accordance with the rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and other compensation construed to be salaries and wages.

*Note: Personal Services do not include fees and out-of pocket expenses for professional or consultant services performed on assignments. Such services are properly classified as Other Services and Charges.*

**20 Personnel Benefits** – The benefits paid by the employer as part of the conditions of current and past employment.

**30 Supplies** – This is a basic classification of expenditures by object for articles and commodities purchased for consumption or resale.

**31 Office and Operating Supplies** – Items purchased directly and consumed by a department. Examples: Forms, Chemicals, Publications, Toner, Office Supplies, etc.

**32 Fuel Consumed** – Includes fuel used to generate power, fuel for heating, and fuel for operating engines and vehicles. Does not include utilities...see object 47.

**33** Power, Water, Gas purchased for resale

**34** Supplies purchased for inventory for resale

**35** Small tools and minor equipment

**40 Services** – Costs for services other than personal services which are needed by the government. Such services may be provided by a governmental agency or by private business organization.

**41 Professional Services** – Examples: Accounting and Auditing, Engineering and Architectural, Computer Programming, Management Consulting, Legal, Custodial Cleaning, etc...

**42 Communication** – Examples: Telephone, Internet, Postage, Fax

**43 Travel** – Examples: Per Diem, Lodging, Meal, Mileage, Travel Costs

- 
- 44 Advertising**
  - 45 Operating Rental and Leases**
  - 46 Insurance** – Examples: Fire, Other Casualty, Bonds, Theft, Liability
  - 47 Utility Services** – Examples: Gas, Water, Sewer, Electricity, Waste Disposal, Cable TV
  - 48 Repairs and Maintenance** – Contracted labor and supplies furnished by contractors. Examples: Building improvements, Structure, Equipment.
  - 49 Miscellaneous** – Examples: Dues, Subscriptions and Memberships, Registrations, Judgments and Damages, Printing and Binding, Laundry and Sanitation Services, Filing, Recording and Witness Fees, Contractual Services no otherwise classified.
  - 50 Intergovernmental Services and Other Interfund Payments** – This classification is primarily designed to segregate intergovernmental purchases of those specialized services typically performed by local governments.
  - 60 Capital Outlays** – Expenditures which result in the acquisition of, rights to, or additions to capital assets, including incidental costs such as legal, appraisal and brokerage fees, land preparation and demolishing buildings, fixtures and delivery costs.
    - 61 Land and Land Improvements** – Examples: Easements, Site Improvements, Rights of way, Land Acquisition Costs and related expenditures, intangible rights to land.
    - 62 Building and Structures** – Acquisition, Construction and Improvements
    - 63 Other Improvements** – Examples: Lighting Systems, Parking Areas, Streets, Sidewalks, Roadways, Signs and Signals, Trails and Bike Paths, Tunnels, Dikes and Levees, Water and Sewer Systems, Culverts, Bridges, Athletic Fields
    - 64 Machinery and Equipment** – Examples: Communications, Janitorial, Transportation, Police Dogs, Artwork, Office Furniture and Equipment, Heavy Duty Work Equipment, Computer Software/Hardware.
  - 70 Debt Service Principal** – Used for Bonds and Loan Principal
  - 80 Debt Service Interest and Related Costs** – Used for Interest, Issuance Costs on External Debt.
-

## 2018 POSITION SALARY SCHEDULE

<b>Elected Officials</b>	<b>Minimum</b>	<b>Maximum</b>
COUNCIL MEMBER	15,000	15,000
MAYOR	107,544	107,544
<b>Fire IAFF</b>	<b>Minimum</b>	<b>Maximum</b>
FIRE BATTALION CHIEF	117,768	122,292
FIRE CAPTAIN	104,172	108,708
FIREFIGHTER	72,468	90,588
<b>Non-represented</b>	<b>Minimum</b>	<b>Maximum</b>
ASSISTANT CHIEF	109,248	139,116
ASSISTANT TO THE CHIEF	64,776	74,532
ASSISTANT TO THE DIRECTOR	68,676	79,044
BUILDING OFFICIAL	96,588	120,720
CITY ADMINISTRATOR	133,812	174,000
CITY CLERK	96,588	120,720
DEPUTY PUBLIC WORKS DIRECTOR/CITY ENGINEER	109,248	139,116
COMMUNICATIONS & GOV RELATIONS MANAGER	96,588	120,720
COMMUNITY ENGAGEMENT MANAGER	91,332	111,888
COURT ADMINISTRATOR	101,760	127,200
DCD DIRECTOR	117,816	153,204
DEPUTY CITY ADMINISTRATOR	121,920	158,556
DEPUTY CITY CLERK	68,676	79,044
DEPUTY DCD DIRECTOR	101,760	127,200
DEPUTY FINANCE DIRECTOR	101,760	127,200
DEPUTY POLICE CHIEF	114,456	148,884
DEVELOPMENT MANAGER	98,316	122,856
ECONOMIC DEVELOPMENT ADMINISTRATOR	110,388	144,516
ECONOMIC DEVELOPMENT LIAISON	88,452	106,212
EXECUTIVE COORDINATOR	80,184	96,228
FINANCE DIRECTOR	117,816	153,204
FIRE CHIEF	121,920	158,556
HUMAN RESOURCES ANALYST	84,684	101,688
HUMAN RESOURCES DIRECTOR	117,816	153,204
HUMAN RESOURCES TECHNICIAN	60,816	69,996
IT DIRECTOR	117,816	153,204
IT SYSTEMS ENGINEER	88,452	106,212
LEGISLATIVE ANALYST COUNCIL	84,684	101,688
MAINTENANCE OPERATIONS MANAGER	98,316	122,856
PARKS AND RECREATION ANALYST	84,684	101,688
PARKS AND RECREATION DIRECTOR	117,816	153,204
POLICE CHIEF	121,920	158,556
POLICE PROGRAM MANAGER	96,588	120,720
PUBLIC WORKS ANALYST	84,684	101,688
PUBLIC WORKS DIRECTOR	121,920	158,556
SYSTEMS ADMINISTRATOR	80,184	96,228
TECHNOLOGY INTEGRATION MANAGER	96,588	120,720

<b>Police Commander <sup>(1)</sup></b>	<b>Minimum</b>	<b>Maximum</b>
POLICE COMMANDER	124,272	136,452
<b>Police Non-Commisioned</b>	<b>Minimum</b>	<b>Maximum</b>
POLICE RECORDS SPECIALIST	48,960	60,552
SERVICE TRANSPORT OFFICER	56,892	67,584
EVIDENCE TECHNICIAN	56,892	68,376
POLICE INFORMATION ANALYST	64,488	79,272
COMMUNITY POLICING COORD	72,996	84,468
PATROL ADMIN ASSISTANT	49,572	60,624
DOMESTIC VIOLENCE ADVOCATE	57,432	71,304
PROF STANDARDS ADMIN SPECIALIST	54,108	65,772
<b>Police Guild</b>	<b>Minimum</b>	<b>Maximum</b>
POLICE OFFICER	72,972	93,396
MASTER POLICE OFFICER	72,972	96,504
POLICE SERGEANT	99,144	103,008
MASTER POLICE SERGEANT	99,144	109,296
<b>Teamsters</b>	<b>Minimum</b>	<b>Maximum</b>
ADMIN SUPPORT ASSISTANT	45,048	54,768
ADMIN SUPPORT COORD	55,176	67,056
ADMIN SUPPORT SPECIALIST	51,588	62,700
ADMIN SUPPORT TECHNICIAN	48,216	58,620
ASSISTANT PLANNER	77,400	94,044
BAILIFF	55,176	67,056
BUILDING INSPECTOR III	67,596	82,164
CODE ENFORCEMENT OFFICER	63,168	76,788
DIRECTOR OF INSTRUCTION - GOLF	67,596	82,164
EMERGENCY MANAGEMENT SPECIALIST	72,288	87,948
ENGINEER	82,800	100,656
FACILITIES CUSTODIAN	48,216	58,620
FACILITIES MAINT TECHNICIAN	55,176	67,056
FIRE PROJECT COORDINATOR	77,400	94,044
FISCAL COORDINATOR	82,800	100,656
FISCAL MANAGER	94,812	115,272
FISCAL SPECIALIST	55,176	67,056
FISCAL SUPPORT TECHNICIAN	48,216	58,620
FLEET TECHNICIAN	59,016	71,760
GIS COORDINATOR	77,400	94,044
HABITAT PROJECT MANAGER	88,608	107,700
INFORMATION SYSTEMS PROJECT ANALYST	88,608	107,700
INFORMATION TECHNOLOGY SPECIALIST	63,168	76,788
LEAD MAINT SPECIALIST	63,168	76,788
MAINT & OPS FOREMAN	67,596	82,164
MAINT & OPS SPECIALIST	59,016	71,760
MAINT & OPS SUPERINTENDENT	82,800	100,656
MAINTENANCE SPECIALIST	55,176	67,056

<sup>(1)</sup> The Police Commander salaries are from 2016.

<b>Teamsters (continued)</b>	<b>Minimum</b>	<b>Maximum</b>
MAINTENANCE WORKER	45,048	54,768
NPDES COORDINATOR	82,800	100,656
NPDES INSPECTOR	63,168	76,788
PARKS & RECREATION MANAGER	94,812	115,272
PARKS MAINTENANCE SUPERVISOR	67,596	82,164
PERMIT COORDINATOR	77,400	94,044
PLANNING SUPERVISOR	94,812	115,272
PLANS EXAMINER	59,016	71,760
POLICE RECORDS SUPERVISOR	63,168	76,788
PROBATION OFFICER COURT	77,400	94,044
PROGRAM COORDINATOR	82,800	100,656
PROJECT INSPECTOR PW ENG	63,168	76,788
PROJECT MANAGER	88,608	107,700
RECREATION PROG ASSISTANT	33,790	41,075
RECREATION PROG COORDINATOR	67,596	82,164
RECREATION PROG SPECIALIST	55,176	67,056
RECREATION SUPERINTENDENT	82,800	100,656
SENIOR ELECTRICAL INSPECTOR	72,288	87,948
SENIOR FACILITIES CUSTODIAN	63,168	76,788
SENIOR FISCAL COORDINATOR	88,608	107,700
SENIOR MAINT & OPS SPECIALIST	63,168	76,788
SENIOR PLANNER	82,800	100,656
SENIOR PLANS EXAMINER	67,596	82,164
SENIOR PROGRAM MANAGER	96,072	120,084
SENIOR PROJECT INSPECTOR	67,596	82,164
TECHNOLOGY OPERATIONS SUPERVISOR	77,400	94,044
TRAFFIC OPERATIONS COORDINATOR	77,400	94,044
URBAN ENVIRONMENTALIST	82,800	100,656
WATER QUALITY SPECIALIST	63,168	76,788

**STAFFING LEVELS**

DEPARTMENT	ACTUAL										BUDGETED		
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Administrative Services <sup>(a)</sup>	19.75	-	-	-	-	-	-	-	-	-	-	10.00	10.00
Council	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Mayor <sup>(a,b,c)</sup>	10.00	15.00	16.00	14.75	15.75	16.75	20.00	19.00	16.00	16.00	16.00	9.50	9.50
Human Resources <sup>(a)</sup>	-	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	-	-
Finance	12.00	12.00	13.00	11.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Recreation	23.50	22.50	20.75	16.25	16.25	16.25	16.00	16.75	16.75	17.25	17.25	16.25	16.25
Community Development	24.25	24.25	23.00	22.63	23.38	22.13	21.63	21.00	25.75	26.25	25.75	25.50	25.50
Court <sup>(a)</sup>	-	9.75	8.75	8.75	9.00	9.00	9.10	8.10	9.10	9.85	9.85	9.90	9.90
Police	83.00	82.00	80.00	83.00	88.00	87.50	89.00	93.00	97.50	97.00	97.00	98.00	98.00
Fire	64.00	63.00	65.00	66.00	67.00	67.00	67.00	70.00	67.00	67.00	67.00	67.00	67.00
Information Technology <sup>(a)</sup>	-	8.00	8.00	8.00	8.00	7.00	6.00	6.00	6.50	9.00	9.00	9.00	9.00
Public Works	33.00	32.00	30.00	30.00	30.00	31.00	31.00	28.00	28.00	23.00	23.00	23.20	23.20
Parks	7.50	7.50	7.50	7.50	7.50	6.00	7.00	7.00	8.50	8.00	8.00	9.00	9.00
Lodging Tax <sup>®</sup>	-	-	-	-	-	-	-	-	-	-	-	0.50	0.50
Street	12.00	12.00	11.00	12.00	12.00	12.50	11.50	10.00	12.00	11.50	11.50	11.50	11.50
Water	7.00	7.00	7.00	7.00	7.00	7.00	7.00	6.50	7.50	7.50	7.50	7.40	7.40
Sewer	2.00	2.00	1.00	2.00	2.00	2.00	2.00	2.50	3.50	4.50	4.50	4.40	4.40
Golf	9.75	9.75	10.00	9.25	8.25	9.25	8.25	8.25	8.25	8.75	8.75	8.75	8.75
Suface Water	8.00	8.00	7.00	8.00	8.00	8.00	8.00	12.00	12.50	12.50	12.50	12.50	12.50
Equipment Rental	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
<b>TOTAL</b>	<b>328.75</b>	<b>331.75</b>	<b>325.00</b>	<b>323.13</b>	<b>331.13</b>	<b>330.38</b>	<b>332.48</b>	<b>337.10</b>	<b>347.85</b>	<b>347.10</b>	<b>346.60</b>	<b>347.40</b>	<b>347.40</b>

<sup>(a)</sup> Human Resources, Court, City Clerk and Information Technology were reported under Administrative Services until 2008. Beginning in 2019, the Administrative Services Department will include Human Resources and Community Services and Engagement (previously in the Mayor's Office).

<sup>(b)</sup> The department of City Clerk began reporting to the Mayor's Office in 2009. Community Services and Engagement staff will begin reporting to the Administrative Services Department in 2019.

<sup>(c)</sup> Beginning in 2019, 50% of the Economic Development Liaison position will be charged to the Lodging Tax Fund and the other 50% will remain in the Mayor's Office.

**Major Position Changes for 2019-2020:**

Department	FTE Change 2018/2019	FTE Change 2019/2020
<b>Administrative Services</b>		
Move Community Services & Engagement Staff from Mayor's Office	6.00	0.00
Move Human Resources Staff from own department	4.00	0.00
<b>Mayor</b>		
Move Community Services & Engagement staff to newly created Administrative Services Department	(6.00)	0.00
Move 50% of Economic Development Liaison salary to Lodging Tax Fund	(0.50)	0.00
<b>Human Resources</b>		
Move Human Resources Staff to newly created Administrative Services Department	(4.00)	0.00
<b>Recreation</b>		
Parks & Rec Analyst - reduced FTE	(0.25)	0.00
Recreation Superintendent - new in 2019/2020	1.00	0.00
Recreation Program Coordinator - reduced FTE	(1.00)	0.00
Recreation Program Specialist - increased FTE	0.25	0.00
Facility Support Technician - eliminated in 2019/2020	(1.00)	0.00
<b>Community Development</b>		
TDM Coordinator - reduced FTE	(0.25)	0.00
<b>Police</b>		
Municipal Court Judge - increased FTE	0.05	0.00
<b>Police</b>		
Police Commander - increased FTE	1.00	0.00
<b>Public Works Development Services</b>		
Development Manager - new in 2019 (split between General Fund (20%), Water (40%), and Sewer (40%))	0.20	0.00
<b>Parks</b>		
Maintenance & Ops Superintendent - new in 2019	1.00	0.00
Maintenance Specialist - reduced FTE	(1.00)	0.00
Facilities Maintenance Tech - new in 2019	1.00	0.00
<b>Lodging Tax</b>		
Economic Development Liaison - move 50% of salary from Mayor's Office	0.50	0.00
<b>Water</b>		
Development Manager - new in 2019 (split between General Fund (20%), Water (40%), and Sewer (40%))	0.40	0.00
Senior Engineer - Replaced with Development Manager	(0.50)	0.00
<b>Sewer</b>		
Development Manager - new in 2019 (split between General Fund (20%), Water (40%), and Sewer (40%))	0.40	0.00
Senior Engineer - Replaced with Development Manager	(0.50)	0.00
	<b>0.80</b>	<b>0.00</b>

**FUND TYPES**

General Fund: used to account for and report all financial resources not accounted for and reported in another fund.

Special Revenue Funds: used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for a specific purpose other than debt service or capital projects.

**Special Revenue**

Fund #	Name
101	Lodging Tax
105	Contingency
109	Drug Seizure

Debt Service Funds: used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest for governmental debt issues.

**Debt Service**

Fund #	Name
2XX	Various Debt Service

Capital Project Funds: used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities or other capital assets.

**Capital Project**

Fund #	Name
103	Residential Street
104	Bridges and Arterial Streets
301	Land Acquisition, Rec. and Prk Dev.
302	Urban Renewal
303	General Government Improvement
304	Fire Improvement
305	Public Safety Plan
306	City Facilities

**Enterprise Funds:** used to report any activity for which a fee is charged to external users for goods or services. Enterprise funds are required for any activity whose principal revenue sources meet any of the following criteria:

- Debt backed solely by the pledge of the net revenues from fees and charges
- Legal requirement to recover cost
- Policy decision to recover cost

<b>Enterprise</b>	
<b>Fund #</b>	<b>Name</b>
401	Water
402	Sewer
411	Golf Course
412	Surface Water

**Internal Service Funds:** used to report any activity that provides goods or services to other funds, departments or agencies of the government

<b>Internal Service</b>	
<b>Fund #</b>	<b>Name</b>
501	Equipment Rental and Replacement
502	Self Insured Healthcare Plan
503	LEOFF I Retiree Self-Insured Healthcare Plan

**Fiduciary Funds:** used to account for assets held by a government in a trustee capacity or as an agent for individuals.

<b>Fiduciary</b>	
<b>Fund #</b>	<b>Name</b>
611	Firemen's Pension

**Agency Funds:** used to report resources held by the government in a purely custodial capacity (assets and liabilities).

<b>Fiduciary</b>	
<b>Fund #</b>	<b>Name</b>
640	Agency Fund

**RELATIONSHIP BETWEEN FUNCTIONAL UNITS AND FUNDS**

The following two tables show the relationship of departments to all funds in the City.

Department	Governmental Funds												
	General	Contingency	Hotel / Motel	Drug Seizure	Debt Service	Residential Street	Bridges & Arterial Streets	Land Acq., Rec, Park Dev	Urban Renewal	General Govt Improve	Fire Improvements	Public Safety Plan	City Facilities
City Council	X												
Mayor's Office	X		X										
Human Resources	X												
Finance	X	X			X								
City Attorney	X												
Parks & Recreation	X							X					
Community Dev.	X												
Municipal Court	X											X	
Police	X			X								X	
Fire	X										X	X	
Information Tech.	X												
Public Works	X					X	X	X	X	X			X

Department	Enterprise, Internal Service Funds							
	Water	Sewer	Foster Golf Course	Surface Water	Equip Rental & Replace	Self-Insured Health Plan	LEOFF I Self-Ins Health Plan	Firemen's Pension
City Council						X		
Mayor's Office					X	X		
Human Resources					X	X		
Finance					X	X		
City Attorney						X		
Parks & Recreation			X		X	X		
Community Dev.					X	X		
Municipal Court					X	X		
Police					X	X	X	
Fire					X	X	X	X
Information Tech.					X	X		
Public Works	X	X		X	X	X		

### CITY STATISTICS

Date of Incorporation	June 23, 1908
Form of Government	Mayor-Council
Type of Government	Non-Charter, Optional Code City
Area	9.6 Square Miles
Population	19,800
Number of City Employees (FTEs)	347
Number of Businesses	2,078 (approximate)
Number of people employed in Tukwila	39,000 (approximate)
Levy Rate	\$2.39084
Taxable Property Values	\$6,673,839,922
Fire Protection--	
Number of Fire Personnel:	67.00
Number of Stations:	4
Number of Responses:	5,940 (2018 projected)
Total Fire Loss:	\$1.0 million (2018 projected)
Police Protection--	
Number of Police Personnel:	97
Parks and Recreation--	
18 Public Developed Parks	162 Acres
Playgrounds	12
Maintained Trails	15 Miles
Golf Courses	1
Street Miles:	188.2 Miles
Libraries--	
Number of Libraries:	2

**MAJOR EMPLOYERS IN TUKWILA**

Tukwila’s residents work in the City and commute to other nearby cities, including Seattle, and Bellevue. The City’s economy is based on a variety of government, health care, commercial, and retail enterprises. The largest local employers are listed below:

**CITY OF TUKWILA, WASHINGTON  
SCHEDULE 17  
PRINCIPAL EMPLOYERS  
CURRENT YEAR AND NINE YEARS AGO**

Name of Company/Employer	Product or Business	2017 Full & Part-Time Employment	Percentage of Total City Employees	2008 Full & Part-Time Employment	Percentage of Total City Employees
Boeing Company	Aircraft Manufacturing	4,644	11.73%	8,043	18.98%
Macy's West Stores Inc	Department Store	877	2.22%	376	0.89%
King County Metro	Transit Operating Base	806	2.04%	644	1.52%
Boeing Employee's Credit Union	Credit Union	658	1.66%	376	0.89%
Nordstrom	Family Clothing Store	616	1.56%	334	0.79%
Hat Club LLC	Clothing Accessories	586	1.48%	-	0.00%
Zonar Systems Inc	Miscellaneous Store	409	1.03%	-	0.00%
United Parcel Service	Courier and Express Delivery	388	0.98%	-	0.00%
Costco Wholesale	Warehouse Club	362	0.91%	-	0.00%
Cheesecake Factory	Full-Service Restaurant	340	0.86%	-	0.00%
<b>Sub-total - Major Employers</b>		<b>9,686</b>		<b>9,773</b>	
All Other Employment		29,906		32,595	
<b>TOTAL EMPLOYMENT</b>		<b>39,592</b>		<b>42,368</b>	

Source:

Tukwila Finance Department - Business Licenses

CITY OF TUKWILA, WASHINGTON  
**SCHEDULE 9**  
**PRINCIPAL PROPERTY TAXPAYERS**  
 CURRENT YEAR AND NINE YEARS AGO

Name	Type of Business	2017 Assessed Valuation	Percent of 2017 Total Assessed Value <sup>(a)</sup>	2008 Assessed Valuation	Percent of 2008 Total Assessed Value <sup>(b)</sup>
Boeing Company	Airplane company	\$ 649,477,382	10.55%	\$ 548,000,475	10.63%
Westfield (WEA) Southcenter LLC	Department Stores	331,894,672	5.39%	302,586,200	5.87%
Boeing Employees Credit Union	Credit Union	131,088,803	2.13%	47,777,584	0.93%
La Planta LP/Segale Properties	Commercial Properties	121,353,075	1.97%	117,844,205	2.29%
Sabey Corporation	Real Estate Development	112,816,028	1.83%	-	
LIT Industrial Limited Partnership	Business Services	105,799,200	1.72%	-	
KIR Tukwila 050 LLC/KIMCO	Commercial Properties	88,273,700	1.43%	95,880,480	1.86%
3301 South Norfolk LLC (Sea-Tuk Warehouse LLC)	Food Distribution	87,512,300	1.42%	35,598,100	0.69%
CPF Kent Valley LLC	Commercial Properties	62,141,900	1.01%	-	
CenturyLink Communications (Qwest Corporation)	Telephone Utility	60,616,151	0.98%	11,584,382	0.22%
International Gateway East	Non-Residential Property Management	57,901,108	0.94%	-	
Washington Towers LP	Real Estate Development	57,294,500	0.93%	-	
BKM Tukwila 117 LLC (formerly Icon Tukwila Owner Pool 1)	Investment Property	50,568,700	0.82%	-	
Puget Sound Energy/Gas - Electric	Electric/Gas Utility	37,261,348	0.61%	28,036,339	0.54%
Harnish Group Incorporated	Truck Equipment	-		17,267,495	0.33%
Sterling Realty Organization	Commercial Properties	-		35,981,100	0.70%
Lowes HW Incorporated	Home Improvement	-		15,508,451	0.30%
Hill Investment Company	Commercial Properties	-		8,219,300	0.16%
Rreef America Reit II Corporation	Commercial Properties	-		69,421,300	1.35%
Heitman	Commercial Properties	-		-	0.00%
E Property Tax Dept	Commercial Properties		0.00%	30,831,200	0.60%
Wig Properties LLC (JC Penney)	Department Stores		0.00%	15,977,900	0.31%
COSTCO Wholesale	Cash & Carry Warehouse		0.00%	-	
Bank of China New York Branch (formerly Anne Arundel Apartments)	Apartments		0.00%	29,708,200	0.58%
AMB Property	Real Estate Development		0.00%	-	
International Gateway West	Non-Residential Property Management		0.00%	-	
CLPF-Tukwila LP	Startup Company		0.00%	-	
Seatac Hotel (Koar-Seatac Partners LP)	Lodging		0.00%	23,327,718	0.45%
Southcenter Corporate Square	Commercial Properties		0.00%	26,465,000	
CSM Corp	Real Estate Development		0.00%	-	
Federated Department Stores (Macys)	Department Stores		0.00%	31,200,200	0.61%
Centerpoint 8801 Marginal (Merrill Creek Holdings LLC)	Properties Trust		0.00%	21,886,500	0.42%
John C Radovich Dev. Co.	Commercial Properties		0.00%	-	
Talon Riverview Plaza LLC (formerly BRCP Riverview Plaza LLC)	Commercial Properties		0.00%	27,088,600	0.53%
CHA Tukwila LLC (Doubletree Inn)	Lodging		0.00%	19,979,480	0.39%
Avis Rent A Car System LLC	Car Rental Services		0.00%	-	
Demone Trust Oxbow 2601	Manufacturing		0.00%	-	
Jorgensen Forge Corporation	Steel Manufacturer		0.00%	26,115,389	0.51%
<b>TOTALS</b>		<b>\$ 1,953,998,867</b>	<b>31.74%</b>	<b>\$ 1,586,285,598</b>	<b>30.26%</b>

Notes:

<sup>(a)</sup> In 2017 the total assessed property value in the City of Tukwila was \$ 6,155,826,776.

<sup>(b)</sup> In 2008 the total assessed property value in the City of Tukwila was \$ 5,155,404,039.

Source:

King County Department of Assessments

## PROGRAMS BY DEPARTMENT

Department	Program	Tier	2019 Budget Allocation	2020 Budget Allocation
Administrative Services	*Accounts Payable/Budget Preparation	Tier 2	45,975	48,522
Administrative Services	*Civil Service Compliance	Tier 2	55,060	55,733
Administrative Services	*Emergency Preparedness/Response	Tier 2	5,884	6,248
Administrative Services	*Policy Development/Compliance	Tier 2	57,278	59,710
Administrative Services	*Recruitment	Tier 2	81,781	82,696
Administrative Services	Communications	Tier 2	250,696	263,311
Administrative Services	Community Engagement	Tier 2	68,646	70,772
Administrative Services	Equity	Tier 2	20,049	20,854
Administrative Services	Government Relations	Tier 2	25,911	27,432
Administrative Services	Housing	Tier 2	230,486	236,278
Administrative Services	Public Safety Plan	Tier 2	95,975	101,568
Administrative Services	Regional Collaboration	Tier 2	34,814	36,310
Administrative Services	School District	Tier 2	41,600	43,904
Administrative Services	Tukwila Works	Tier 2	10,041	10,626
Administrative Services	*Benefit Plan Management	Tier 3	53,812	55,906
Administrative Services	*Health & Safety	Tier 3	63,645	65,183
Administrative Services	*Labor Relations	Tier 3	142,163	147,969
Administrative Services	Classification/Compensation	Tier 3	86,528	90,135
Administrative Services	Food Insecurity	Tier 3	63,394	64,301
Administrative Services	HR General Administration	Tier 3	89,622	90,334
Administrative Services	Internal Communications	Tier 3	75,687	82,954
Administrative Services	Minor Home Repair	Tier 3	116,085	117,767
Administrative Services	Performance Management/Training	Tier 3	72,040	73,244
Administrative Services	Physical/Mental/Dental Well-Being	Tier 3	173,381	174,495
Administrative Services	Support for Independence	Tier 3	123,371	123,839
Administrative Services	Training	Tier 3	27,586	28,862
City Council	*Budget Oversight	Tier 1	78,778	80,256
City Council	*Governmental Affairs and Appointments	Tier 1	91,283	92,579
City Council	*Legislative Oversight	Tier 1	196,528	198,485
City Council	Community Engagement and Events	Tier 2	65,522	66,705
Community Development	*Construction Permit Review and inspection	Tier 1	733,781	753,409
Community Development	*Comprehensive Plan Implementation	Tier 2	342,398	350,840
Community Development	*Current Planning	Tier 2	305,335	315,506
Community Development	*Regional Government Coordination	Tier 2	150,703	154,200
Community Development	*Transportation Demand Management	Tier 2	181,598	183,851
Community Development	Code Enforcement	Tier 2	267,876	274,961
Community Development	Planning Commission, Board of Architectural Review and Hearing Examiner	Tier 2	187,843	193,686
Community Development	Rental Housing	Tier 2	140,761	144,739
Community Development	*DCD Administration	Tier 3	318,379	325,506
Community Development	*Permit Intake and Coordination	Tier 3	362,099	370,625
Community Development	Abatement	Tier 3	88,261	89,342
Community Development	Customer Inquiries and Assistance	Tier 3	375,449	387,221
Community Development	Recycling	Tier 3	57,075	56,531
Finance	*Budget Preparation	Tier 2	123,022	143,213
Finance	*Emergency Preparedness	Tier 2	1,678	1,773
Finance	Administration	Tier 2	75,381	77,097
Finance	Long-Range Financial Planning Model	Tier 2	33,096	33,826
Finance	Public Safety Plan	Tier 2	48,928	51,216
Finance	*Accounts Payable/Juror Payments/CTR	Tier 3	182,024	188,300
Finance	*Capital Asset Accounting	Tier 3	42,762	49,600
Finance	*Cashiering/Treasury/Banking/Unclaimed Property	Tier 3	209,676	213,696
Finance	*Debt Management	Tier 3	67,523	54,438
Finance	*Financial Reporting & Analysis for Departments	Tier 3	63,362	67,061
Finance	*Financial Reporting/CAFR	Tier 3	218,804	229,105

\*Denotes a program mandated at the federal or state level

Department	Program	Tier	2019 Budget Allocation	2020 Budget Allocation
Finance	*GL/Eden Administration	Tier 3	59,329	67,174
Finance	*Grant Accounting	Tier 3	50,967	72,809
Finance	*Insurance & Risk Management	Tier 3	759,706	775,811
Finance	*Payroll Administration	Tier 3	196,636	203,803
Finance	Accounts Receivable/Misc. Billings/LID	Tier 3	51,449	55,324
Finance	Business License Administration	Tier 3	124,948	61,459
Finance	Sales & Other Taxes	Tier 3	50,947	96,838
Finance	Training & Development	Tier 3	26,498	27,197
Finance	Utility Billing	Tier 3	210,949	216,301
Finance	*Indirect Cost Allocation	Tier 4	33,489	19,620
Finance	Investment Management	Tier 4	40,020	41,522
Fire	*Apparatus and Equipment Check	Tier 1	413,541	424,340
Fire	*Emergency Response - Fire & EMS	Tier 1	3,556,967	3,654,593
Fire	*Fire Prevention Plan Review & Inspection Duties	Tier 1	236,455	243,197
Fire	*Fleet and 3rd Party Maintenance & Testing	Tier 1	223,651	229,634
Fire	*Valley Communications & Emergency Radios	Tier 1	252,071	259,554
Fire	*Administration	Tier 2	1,180,917	1,205,711
Fire	*Budgeting	Tier 2	94,316	97,129
Fire	*Emergency Management Administrative	Tier 2	141,194	144,106
Fire	*Emergency Management Planning	Tier 2	92,499	94,464
Fire	*Emergency Messaging	Tier 2	6,172	6,305
Fire	*Fire Prevention Investigation Duties	Tier 2	66,192	69,095
Fire	*Training received	Tier 2	923,250	948,818
Fire	Community Outreach/Education Emergency Management and Fire	Tier 2	169,596	172,997
Fire	Emergency Management Assistance Team	Tier 2	36,703	37,461
Fire	Fire Prevention Administrative	Tier 2	74,725	76,356
Fire	Pre-Fires	Tier 2	29,945	30,763
Fire	Professional Development	Tier 2	198,052	203,982
Fire	Recruiting & Hiring	Tier 2	38,342	39,275
Fire	*HazMat Team	Tier 3	10,592	10,734
Fire	*Health and Safety, Physical Fitness	Tier 3	748,267	768,329
Fire	*Logistics, Equipment & Supplies	Tier 3	1,268,079	1,261,236
Fire	*Personal Protective Equipment (PPE) - Fire Prevention & Inspections	Tier 3	122,997	126,333
Fire	*Personal Protective Equipment (PPE) - Suppression	Tier 3	166,832	171,376
Fire	*Public Records Requests	Tier 3	56,572	58,194
Fire	*Training Delivery	Tier 3	524,579	538,490
Fire	Deployments	Tier 3	201,189	208,146
Fire	Non-Emergency Response	Tier 3	763,603	783,958
Fire	Rescue Team, Water, Trench, Rope	Tier 3	47,225	47,783
Fire	Special Event Overtime	Tier 3	11,365	11,643
Fire	Custodial Services	Tier 4	228,507	233,954
Fire	Explorer Program	Tier 4	4,951	5,095
Fire	Facilities	Tier 4	122,375	123,690
Fire	Inter-Department Support	Tier 4	137,966	142,198
Fire	Public Services	Tier 4	24,994	25,671
Fire	Special Projects/Tasks	Tier 4	298,703	307,780
Mayor	*Council Agenda/Meeting Functions	Tier 1	103,910	108,783
Mayor	*Council Legislative Support	Tier 1	68,225	69,727
Mayor	Citywide Strategic Goals	Tier 1	13,122	13,414
Mayor	Legislative Affairs Oversight	Tier 1	93,333	93,333
Mayor	Strategic Planning and Policy Implementation	Tier 1	111,619	113,229
Mayor	*Attorney Services	Tier 2	406,230	406,230
Mayor	*Budgeting/Purchasing	Tier 2	20,970	21,723
Mayor	*Elections/Voter Registration	Tier 2	33,328	33,407
Mayor	*Intergovernmental Relations	Tier 2	97,789	100,449

\*Denotes a program mandated at the federal or state level

Department	Program	Tier	2019 Budget Allocation	2020 Budget Allocation
Mayor	*Legal/Public Notices	Tier 2	37,406	38,462
Mayor	*Ordinance, Resolution & TMC Development	Tier 2	67,575	70,314
Mayor	*Personnel	Tier 2	40,850	41,815
Mayor	*Prosecution Services	Tier 2	166,000	166,000
Mayor	*Public Defense Program	Tier 2	479,685	481,193
Mayor	Administration (Budget Preparation)	Tier 2	8,257	8,342
Mayor	Business & Development Attraction and Retention	Tier 2	18,530	18,822
Mayor	Business Relationships and Satisfaction	Tier 2	13,122	13,414
Mayor	Community Representation	Tier 2	104,023	105,984
Mayor	Destination Development	Tier 2	18,047	18,216
Mayor	Public Safety Plan	Tier 2	37,239	38,078
Mayor	Resident Inquiries and Assistance	Tier 2	13,445	14,199
Mayor	Special Matters (Attorney Services)	Tier 2	128,500	128,500
Mayor	Tukwila International Blvd Revitalization	Tier 2	14,291	14,584
Mayor	*City Clerk Division Administration	Tier 3	64,160	65,938
Mayor	*Commute Trip Reduction/Green Initiatives	Tier 3	91,000	91,000
Mayor	*Digital Records Center	Tier 3	131,198	134,917
Mayor	*Essential Public Services	Tier 3	48,946	50,793
Mayor	*Public Records Requests	Tier 3	120,899	125,235
Mayor	*Records Management	Tier 3	100,489	104,410
Mayor	Administration Accounts Payable	Tier 3	18,913	19,329
Mayor	Administration Essential Services	Tier 3	29,677	8,441
Mayor	Boards, Commissions and Committees	Tier 3	54,188	54,942
Mayor	City Policy Development	Tier 3	32,035	32,744
Mayor	Conferences/Training	Tier 3	37,475	37,957
Mayor	Economic Development Administration	Tier 3	17,418	17,626
Mayor	Internal Communications	Tier 3	47,470	48,812
Mayor	Marketing & Sales to Day Tourists	Tier 3	3,665	3,750
Mayor	Marketing & Sales to Overnight Tourists	Tier 3	3,665	3,750
Mayor	Meeting Coordination, Scheduling, Facilitation	Tier 3	57,187	59,068
Mayor	Organizational Development and Training	Tier 3	36,982	37,733
Mayor	Professional Services (Attorney Services)	Tier 3	10,000	30,000
Mayor	Regional Partnerships & Relationships	Tier 3	32,302	32,679
Mayor	Special Event Coordination	Tier 3	10,440	10,817
Mayor	*.Records Retention, Management, Archiving, & Destruction	Tier 4	6,825	7,202
Mayor	*Required Citywide Functions	Tier 4	113,180	114,402
Mayor	City Property Development and Management	Tier 4	60,404	61,738
Mayor	City Scholarship	Tier 4	16,743	17,120
Mayor	Emerging Issues & Opportunities	Tier 4	22,383	22,591
Mayor	Employee Recognition Program	Tier 4	28,240	28,994
Mayor	Lodging Tax Applications Oversight & Support	Tier 4	3,665	3,750
Mayor	Special Presentations	Tier 4	11,198	11,411
Municipal Court	*Community Education and Outreach	Tier 2	14,925	15,124
Municipal Court	*Court Administration	Tier 2	116,307	118,768
Municipal Court	*Judicial Administration	Tier 2	20,830	20,864
Municipal Court	*LFO Recovery Programs	Tier 2	19,730	20,432
Municipal Court	*Adjudication - General Offenses & Traffic	Tier 3	23,946	24,236
Municipal Court	*Administrative and Logistical Support for Judges	Tier 3	79,615	81,807
Municipal Court	*Commissions, Associations, Boards, and Committees	Tier 3	33,285	34,028
Municipal Court	*Compliance Monitoring	Tier 3	54,692	56,041
Municipal Court	*Court Financial Operations	Tier 3	26,003	26,594
Municipal Court	*Court Required Educational Programs	Tier 3	24,729	25,331
Municipal Court	*Law Related Education	Tier 3	133,893	136,764
Municipal Court	*Maintenance of Court Records	Tier 3	27,201	27,906
Municipal Court	*Non-Compliance Case Processing (Admin)	Tier 3	820	820

\*Denotes a program mandated at the federal or state level

Department	Program	Tier	2019 Budget Allocation	2020 Budget Allocation
Municipal Court	*Policy & Procedures, & Program Management	Tier 3	17,322	17,689
Municipal Court	*Technical Support - Court Case Management Systems	Tier 3	21,369	21,902
Municipal Court	* Retention/Appeals Management/Mental Health	Tier 4	11,604	11,881
Municipal Court	*Account Reconciliation and Auditing	Tier 4	21,503	21,989
Municipal Court	*Assessment of Court Costs/Fines/Restitution	Tier 4	9,258	9,273
Municipal Court	*Bail Bonds	Tier 4	11,604	11,881
Municipal Court	*Case Preparation	Tier 4	49,213	50,516
Municipal Court	*Citations/Fines and Fees	Tier 4	8,671	8,936
Municipal Court	*Collections	Tier 4	12,572	12,910
Municipal Court	*Collections/Write-Offs/Maintenance of Inactive Cases	Tier 4	25,742	26,367
Municipal Court	*Community Service	Tier 4	3,288	3,405
Municipal Court	*Community Service	Tier 4	17,737	18,190
Municipal Court	*Community Work Alternative	Tier 4	20,051	20,508
Municipal Court	*Conflict Counsel - Indigent Defendants	Tier 4	8,186	8,374
Municipal Court	*Court Hearings	Tier 4	98,594	98,754
Municipal Court	*Court Interpreter Management	Tier 4	26,914	27,655
Municipal Court	*Customer Assistance & Payment Processing	Tier 4	55,032	56,522
Municipal Court	*Customer Service	Tier 4	24,292	24,835
Municipal Court	*Data Input	Tier 4	8,671	8,936
Municipal Court	*Day Reporting	Tier 4	8,766	8,993
Municipal Court	*Formal & Monitored Probation Supervision	Tier 4	47,889	49,017
Municipal Court	*Jury Manager/Management	Tier 4	8,335	8,545
Municipal Court	*Non-Compliance Case Processing (Probation)	Tier 4	24,934	25,536
Municipal Court	*Pre-Sentence Investigations	Tier 4	15,963	16,339
Municipal Court	*Public Defender Screening	Tier 4	8,766	8,993
Municipal Court	*Public Record Act/Subpoena Responses	Tier 4	27,695	28,368
Municipal Court	*Video Conference Facilitation	Tier 4	12,665	13,022
Municipal Court	*Warrants	Tier 4	44,089	44,907
Municipal Court	Mail Processing	Tier 4	13,313	13,628
Municipal Court	Scanning	Tier 4	58,212	59,581
Park Maintenance	Administration	Tier 2	203,177	213,775
Park Maintenance	Parks	Tier 2	1,101,877	1,133,351
Park Maintenance	Planning & Development	Tier 2	129,242	132,507
Park Maintenance	Boards & Commissions	Tier 3	8,616	8,834
Park Maintenance	Course Maintenance	Tier 3	14,210	15,254
Park Maintenance	Facility	Tier 3	98,685	102,270
Park Maintenance	Golf	Tier 3	10,316	10,585
Park Maintenance	Organizational Support & Development	Tier 3	25,848	26,501
Park Maintenance	Strategic Support	Tier 3	8,616	8,834
Police	*Department Training Program	Tier 1	444,088	454,918
Police	*Evidence & Property Management	Tier 1	207,353	214,791
Police	*Felony and Sexual Crimes Unit (MCU)	Tier 1	2,372,340	2,369,808
Police	*Front Office & Records Management	Tier 1	1,237,862	1,280,999
Police	*Police Patrol Services	Tier 1	6,163,468	6,204,936
Police	*Traffic Enforcement & Crash Investigation Team	Tier 1	821,787	823,707
Police	Dispatching Services	Tier 1	1,177,353	1,212,591
Police	*Detention and Incarceration Services	Tier 2	1,718,823	1,772,842
Police	*Mutual Aid & Large Scale Incident (Response & Planning)	Tier 2	96,676	86,534
Police	*PD Budget/Finance	Tier 2	139,589	142,397
Police	*Police Management and Administration	Tier 2	1,062,421	1,065,335
Police	*Recruiting & Hiring	Tier 2	114,577	118,172
Police	Civil Disturbance Unit	Tier 2	56,711	58,795
Police	Community Policing Team	Tier 2	1,154,087	1,186,965
Police	Contracted Off-Duty Security	Tier 2	174,956	174,956
Police	Critical Incidents and SWAT (SWAT & Negotiations)	Tier 2	216,454	225,027

\*Denotes a program mandated at the federal or state level

Department	Program	Tier	2019 Budget Allocation	2020 Budget Allocation
Police	Narcotics & Street Crimes Team (TAC)	Tier 2	829,229	846,637
Police	Police Camera Program (Vehicle & Body Worn)	Tier 2	51,000	51,000
Police	Professional Standards and Department Policy	Tier 2	209,565	212,755
Police	Public and Community Relations	Tier 2	192,528	197,157
Police	School Resource Officer	Tier 2	287,628	298,293
Police	VNET (Valley Narcotics Enforcement Team)	Tier 2	132,071	136,752
Police	*PD Quartermaster	Tier 3	90,000	90,000
Police	Animal Control	Tier 3	125,000	131,250
Police	Auto Theft Task Force	Tier 3	141,638	145,318
Police	Police K9 Program (Sniffing & Tracking)	Tier 3	161,240	163,863
Police	Traffic Safety Cameras	Tier 3	36,169	37,118
Police	PD Fitness Initiative	Tier 4	13,000	13,000
Public Works	*Permits	Tier 1	567,132	582,705
Public Works	*Emergency Preparedness and Response	Tier 2	27,120	28,471
Public Works	CIP/Budget Administration	Tier 2	565,248	582,106
Public Works	Cleaning Park Restrooms	Tier 2	50,469	52,119
Public Works	Code Enforcement/Police Bldg Support	Tier 2	15,426	16,450
Public Works	General PW Administration	Tier 2	213,497	222,369
Public Works	PW Contracts/Claims/Invoices	Tier 2	319,406	329,143
Public Works	Regional Partnerships	Tier 2	102,136	106,522
Public Works	TCC Rental Setup/Breakdown/Damage	Tier 2	82,009	84,977
Public Works	City Clerk Record Center	Tier 3	100,000	100,000
Public Works	Facility Improvements	Tier 3	515,310	526,479
Public Works	Tukwila Works	Tier 3	110,717	115,140
Public Works	Utilities/Alarm/Insurance/PMs	Tier 3	660,190	641,266
Public Works	Council Chamber Setup	Tier 4	27,748	28,750
Public Works	Facility Cleaning/Custodians	Tier 4	592,203	611,361
Recreation	Administration	Tier 2	470,796	458,804
Recreation	Facility Rentals	Tier 2	232,170	236,662
Recreation	Organizational Support & Development	Tier 2	184,855	189,244
Recreation	Boards & Commissions	Tier 3	17,213	17,651
Recreation	Events	Tier 3	273,816	280,015
Recreation	Green Tukwila	Tier 3	33,357	34,300
Recreation	Planning & Development	Tier 3	148,074	151,788
Recreation	Preschool	Tier 3	104,444	106,547
Recreation	Senior Services & Programs	Tier 3	229,766	234,719
Recreation	Strategic Support	Tier 3	247,619	253,379
Recreation	Teen	Tier 3	217,904	221,884
Recreation	Volunteer Services	Tier 3	55,835	57,143
Recreation	Wellness & Enrichment	Tier 3	270,156	274,908
Recreation	Youth	Tier 3	427,195	429,882
Recreation	Youth Free Services	Tier 3	86,433	87,662
Recreation	Front Desk	Tier 4	217,004	220,761
Street Maintenance	*Traffic Control Devices	Tier 2	293,981	302,539
Street Maintenance	Minor Structural Repair	Tier 2	47,163	47,553
Street Maintenance	Sidewalks	Tier 2	46,652	48,437
Street Maintenance	Snow & Ice Control	Tier 2	78,787	80,885
Street Maintenance	Street Cleaning	Tier 2	203,505	209,060
Street Maintenance	Street Lighting	Tier 2	104,944	107,388
Street Maintenance	Transportation	Tier 2	241,954	247,946
Street Maintenance	Video & Fiber	Tier 2	61,184	62,072
Street Maintenance	Customer Service and Response	Tier 3	149,422	153,939
Street Maintenance	Road & Street Admin	Tier 3	577,893	391,082
Street Maintenance	Streets Administration	Tier 3	46,601	47,797
Street Maintenance	Streetscapes/Median landscaping	Tier 3	132,437	136,752
Street Maintenance	Tukwila Int'l Blvd Bus Stop/Streetscape	Tier 3	195,212	197,263
Street Maintenance	Utilities/Surface Water	Tier 3	1,175,000	1,216,000

\*Denotes a program mandated at the federal or state level

Department	Program	Tier	2019 Budget Allocation	2020 Budget Allocation
Technology & Innovation Svcs	*Emergency Application Services	Tier 1	75,469	79,088
Technology & Innovation Svcs	Network Infrastructure Services	Tier 1	104,256	108,453
Technology & Innovation Svcs	Business Analysis: Integrations Support, Professional Services, Technical Consultation	Tier 2	72,584	75,395
Technology & Innovation Svcs	Business Application Services	Tier 2	114,576	118,520
Technology & Innovation Svcs	Business System Management and Support	Tier 2	178,575	180,248
Technology & Innovation Svcs	End-User Infrastructure Service	Tier 2	223,709	227,131
Technology & Innovation Svcs	GIS Services	Tier 2	198,422	201,402
Technology & Innovation Svcs	Justice Center - Public Safety Plan	Tier 2	133,447	138,792
Technology & Innovation Svcs	Mobility Services	Tier 2	188,424	191,239
Technology & Innovation Svcs	Research & Development: New Technologies	Tier 2	126,725	131,208
Technology & Innovation Svcs	Office 365 Training	Tier 3	36,509	36,982
Technology & Innovation Svcs	Service Desk	Tier 3	129,800	133,472
Technology & Innovation Svcs	Tier1/Tier 2 Helpdesk - Vitalyst	Tier 3	152,523	152,523
Technology & Innovation Svcs	Traffic Camera Server Infrastructure	Tier 3	65,445	68,521
Technology & Innovation Svcs	Training (TIS Professional Development)	Tier 3	25,212	25,212
Technology & Innovation Svcs	Transition to Cloud	Tier 3	126,361	131,102
Technology & Innovation Svcs	Vendor Management (Gartner contract)	Tier 3	91,043	94,423
Technology & Innovation Svcs	Office Equipment/Leases	Tier 4	856	856

\*Denotes a program mandated at the federal or state level

## GLOSSARY OF TERMS

**ACCOUNT** A classification established for the purpose of recording revenues and expenditures.

**ACCOUNTING SYSTEM** The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

**ACCRUAL BASIS** The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events, and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

**ANNUAL BUDGET** A budget applicable to a single fiscal year.

**ADOPTED BUDGET** The final budget adopted by the City Council following the final public hearing.

**APPROPRIATED BUDGET** The expenditure authority created by the appropriation bills or ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

**APPROPRIATION** A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

**ASSESSED VALUATION** A valuation set upon real estate or other property by a government as a basis for levying taxes.

**BALANCED BUDGET** A budget with revenues equal to expenditures. Total Revenues are equal to or greater than Total Expenses.

**BARS** Budgeting, Accounting & Reporting System. Refers to the accounting rules established by the Washington State Auditor's Office, including a prescribed chart of accounts.

**BASIS OF ACCOUNTING** A term used in reference to when revenues, expenditures, expenses and transfers-and the related assets and liabilities-are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the accrual method for proprietary funds or modified accrual method for governmental funds.

**BENEFITS** Costs paid by the City on behalf of its employees. Examples include: medical and dental insurance, retirement, deferred compensation, life insurance and worker's compensation.

**BIENNIAL BUDGET** A budget applicable to a two-year period.

**BUDGET** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

**BUDGET AMENDMENT** The method used to make revisions to the adopted budget. Adjustments are made through an ordinance approved by the City Council.

**BUDGET CALENDAR** The schedule of events that need to occur and the date or period of time for each to occur in the preparation, review and adoption of a budget.

**BUDGET DOCUMENT** The instrument used to present a comprehensive financial program to the appropriating governing body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the past years' actual revenues, expenditures and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue and borrowing measures necessary to put the budget into effect.

**BUDGET MESSAGE** A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's actual financial experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

**BUDGETARY CONTROL** The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

**CAPITAL ASSETS** Long term assets such as land, improvements to land, easements, buildings and related improvements, vehicles, machinery and equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. *See also Fixed Assets.*

**CAPITAL EXPENDITURES** Expenditures of current financial resources for constructing or purchasing capital assets. Under the modified accrual basis of accounting these acquired assets appear as expenditures in the fund statements, however under the current reporting model these acquired assets are recognized as assets in the basic financial statements.

**CAPITAL IMPROVEMENT PROGRAM** A program for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

**CAPITAL PROJECTS FUND** A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities.

**CAPITALIZATION THRESHOLD** Dollar value at which a government elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. The City's capitalization threshold is established at a cost of \$5,000.00, or greater.

**CONTINGENCY FUND** An account set aside for emergencies or other unanticipated needs not otherwise included as part of the budget.

**DEBT** An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

**DEBT SERVICE FUND** A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DELINQUENT TAXES** Taxes remaining unpaid on and after the date to which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid or converted into tax liens.

**EXPENDITURES** Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlement and shared revenues.

**FISCAL YEAR** A 12 -month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

**FIXED ASSETS** Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, improvements other than buildings and land. *See also Capital Assets.*

**FULL-TIME EQUIVALENT (FTE)** An employment indicator that translates the total number of hours worked in a year by all employees, including part-time workers, to an equivalent number of work years. For example, one FTE equals 2,080 hours and .75 FTE equals 1,560 hours.

**FUND** A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, and related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

**FUND BALANCE** The difference between assets and liabilities reported in a governmental fund. Fund balances are either designated to a particular purpose or undesignated as to the remaining un-appropriated balance of the fund after accounting for the designated funds.

**GENERAL FUND** The fund used to account for all financial resources, except those required to be accounted for in another fund.

**GENERAL LONG-TERM DEBT** Long term debt expected to be repaid from governmental funds.

**GENERAL OBLIGATION BONDS** Bonds that are secured by the local government's full faith and credit to use legally available resources, including tax revenues to repay bond holders.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** Uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Government Accounting Standards Board.

**GOVERNMENTAL FUNDS** Funds generally used to account for tax supported activities. There are five different types of governmental funds, of which the city uses four of these. The general fund, is the main operating fund of the city. The special revenue funds, are used to account for proceeds from specific sources to be used for legally restricted purposes, but normally not for major capital projects. The debt service funds, which are for the accumulation of resources to pay principle and interest on the City's general long term debt. The capital project funds, which are used for the acquisition or construction of major capital facilities.

**LEGAL LEVEL OF BUDGETARY CONTROL** The level at which spending in excess of budgeted amounts would be a violation of law. The legal level of budgetary control is at the fund level.

**LEVEL OF BUDGETARY CONTROL** One of the three possible levels of budgetary control and authority to which organizations, programs, activities and functions may be subject. These levels of budgetary control are (a) appropriated budget, (b) legally authorized non-appropriated budget process or (c) non-budgeted financial activities, which are not subject to the appropriated budget and the appropriation process or to any legally authorized non-appropriated budget review and approval process, but still are relevant for sound financial management and oversight.

**LEVY** (1) (Verb) To impose taxes, special assessments or service charges for the support of government activities. (2) (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

**MODIFIED ACCRUAL BASIS** The basis of accounting associated with the governmental fund-type measurement focus. Under it, revenues and other financial resources are recognized when they become susceptible to accrual, that is when they become both "measurable" and "available" to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred except for inventories of materials and supplies that may be considered expenditures either when purchased or when used. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

**OBJECT DESCRIPTION** The classification of expenditures on the basis of categories called line-items or objects-of-expenditure (e.g., 10-Salaries & Wages, 20-Personnel Benefits, 40-Other Services & Charges, 60-Capital Outlay, etc.) and within each category more detailed line-items (e.g., salaries, travel, telephone expense, etc.).

**ONE-TIME EXPENDITURES** Expenditures of a non-recurring nature.

**OPERATING BUDGET** Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even when not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

**OPERATING TRANSFERS** All interfund transfers other than residual equity transfers (e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

**PRELIMINARY BUDGET** The proposed financial program of the city presented by the Mayor to the City Council, showing the expenditure program requested by each department and the sources of revenue by which each such program is proposed to be financed.

**PROGRAM BUDGET** A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class.

**PROPRIETARY FUND TYPES** Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position.

**REVENUES** (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers in are classified as "other financing sources" rather than as revenues. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Also, operating transfers in are classified separately from revenues.

**SPECIAL ASSESSMENTS** A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND** A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes. GAAP only require the use of special revenue funds when legally mandated.

**TAXES** Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges (e.g., sewer service charges).

**TAX LEVY ORDINANCE** An ordinance through which taxes are levied.

**TAX RATE** The amount of tax stated in terms of a unit of the tax base (e.g., specified amount per \$1,000 of assessed valuation of taxable property).

**TAX RATE LIMIT** The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose or to taxes imposed for all purposes, and may apply to a single government or to a class of governments operating in a particular area. Overall tax-rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

**WITHIN BUDGET** Actual activity has not exceeded the budgeted amount for a particular department or line-item.

**LIST OF ACRONYMS AND ABBREVIATIONS**

AWC- Association of Washington Cities  
CBD – Central Business District  
CCS – Catholic Community Services  
CDBG – Community Development Block Grant  
CIP – Capital Improvement Program  
COLA – Cost of Living Adjustment  
DUI/DWI – Driving Under the Influence /Driving While Intoxicated  
DWLS – Driving While License Suspended  
SKCEDI – Southwest King County Economic Development Initiative  
EIS – Environmental Impact Statement  
FEMA – Federal Emergency Management Agency  
FEMA CERT – Federal Emergency Mgmt. Agency, Community Emergency Response Team  
FTE – Full Time Equivalent  
GAAP – Generally Accepted Accounting Principles  
GASB – Governmental Accounting Standards Board  
GFOA – Government Finance Officers Association  
GIS – Geographic Information System  
HUD – Housing and Urban Development, United States Department of  
KCHA – King County Housing Authority  
LID – Local Improvement District  
MVET – Motor Vehicle Excise Tax  
NLC – National League of Cities  
NPDES – National Pollutant Discharge Elimination System  
PBB – Priority-Based Budgeting  
PSRC – Puget Sound Regional Council  
PWTFL – Public Works Trust Fund Loan  
REET – Real Estate Excise Tax  
ROW – Right Of Way  
SCA – Suburban Cities Association  
SEPA – State Environmental Policy Act  
SSRTA – Seattle Southside Regional Tourism Authority  
SWKCC – Southwest King County Chamber of Commerce  
SWM – Surface Water Management  
TIB – Tukwila International Boulevard  
TOD – Transit Oriented Development  
VAL VUE – Valley View Sewer District  
WCIA – Washington Cities Insurance Authority  
WD 111 – Water District #111  
WRIA – Water Resource Inventory Area (Watershed Management Project)  
WSDOT – Washington State Department of Transportation



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